Canada - British Columbia

TIDSA

Travel Industry Development Subsidiary Agreement

PORT ALBERNI

HARBOURFRONT

FEASIBILITY AND DESIGN STUDY
FOR A TOURIST ATTRACTION

Government of Canada

Gouvernement du Canada

Canadian Cataloguing in Publication Data

Main entry under title:
Harbourfront : feasibility and design study for a tourist attraction in Port Alberni

On cover: Travel Industry Development Subsidiary Agreement.
Co-published by Province of British Columbia.
ISBN 0-7719-9103-7

1. Tourist trade - British Columbia - Port Alberni. 2. Waterfronts - British Columbia - Port Alberni. I. Cumberland Realty Group. II. Norman Hotson Architects. III. Canada. IV. Canada-British Columbia Travel Industry Development Subsidiary Agreement. V. British Columbia.

G155.C3H37 388.4'79171134 C83-092016-1

TABLE OF CONTENTS

		Page
ACKNOWLEDGEMENTS		
PROJECT TEAM		
SUMMARY		
1.0	INTRODUCTION	1
1.1	BACKGROUND	1
1.2	TERMS OF REFERENCE	3
1.3	PROCESS	4
1.4	FINAL PRODUCTS	6
2.0	BACKGROUND INFORMATION AND ANALYSIS	7
2.1	REGIONAL ECONOMIC AND TOURISM CONTEXT	7
2.2	LOCAL TOURISM CONTEXT	8
2.3	OPPORTUNITIES AND CONSTRAINTS AT WATERFRONT SITE	10
2.4	CHARACTERISTICS OF VISITORS TO THE REGION	12
2.4.1	Numbers of Visitors	12
2.4.2	Seasonality	13
2.4.3	Origin of Visitors	13
2.4.4	Travel Characteristics	13
2.4.5	Visitors' Impressions of Port Alberni	15
2.4.6	Summary	15
2.5	IMPLICATIONS FOR DEVELOPING A TOURIST ATTRACTION ON THE WATERFRONT SITE	16
2.6	POSSIBLE FUNDING SOURCES	17
3.0	POSSIBLE COMPONENTS IN A PORT ALBERNI WATERFRONT TOURISM ATTRACTION	18

TABLE OF CONTENTS Cont'd

		Page
4.0	**EVALUATION OF THE POTENTIAL COMPONENTS**	22
4.1	MARKET SUPPORT AND ECONOMIC VIABILITY	24
4.1.1	Accommodation	26
4.1.2	Restaurant: Dining Room Type	26
4.1.3	Restaurant/Light Meals	27
4.1.4	Snack Bar or Fast Food Operation	27
4.1.5	Large Scale Exhibits/Displays Charging Admission and Requiring Staff	28
4.1.6	Small Scale Exhibits and Displays, Not Charging Admission and "Borrowing" Staff From Existing Operations	29
4.1.7	Public Market for Fresh Seafood, Fresh Produce and Other Goods	30
4.1.8	Miscellaneous	32
4.2	PHYSICAL FEASIBILITY	33
4.3	CONTRIBUTION TO CRITICAL MASS	35
4.4	COMPATIBILITY WITH PORT ALBERNI'S IMAGE, PRESENT BUSINESS CLIMATE, COMMUNITY NEEDS AND TOURISM WORK ALREADY BEING DONE	37
4.5	RELATIVE COST	39
5.0	**RECOMMENDED CONCEPT FOR A HARBOURFRONT TOURIST ORIENTED DEVELOPMENT**	40
6.0	**DETAILED DESIGN**	43
6.1	CRITERIA FOR DESIGN	43
6.2	DESIGN	44
6.2.1.	Detailed Design for Initial Public Investment	44
6.2.2	Key Potential Development Sites	44
6.2.3	Design Guidelines for Other Elements	45
6.3	COST ESTIMATES	47

TABLE OF CONTENTS Cont'd

		Page
7.0	**IMPLEMENTATION: MANAGEMENT AND OPERATIONS, MARKETING, BUDGET**	48
7.1	MANAGEMENT AND OPERATIONS	48
7.1.1	Management Structure	48
7.1.2	Implementation and Operations	51
7.2	MARKETING	55
7.3	ESTIMATED ANNUAL OPERATING BUDGET	57
7.3.1	Construction Period	57
7.3.2	Initial Phase of Operations	57
7.3.3	Subsequent Operations	59
8.0	**ESTIMATED ECONOMIC BENEFITS OF THE HARBOURFRONT TOURIST DEVELOPMENT PROJECT**	61
8.1	DIRECT EMPLOYMENT FROM INITIAL PHASE	62
8.2	INDIRECT ECONOMIC BENEFITS OF INITIAL PHASE	63
8.3	INCREASED PRIVATE SECTOR INVESTMENT OPPORTUNITIES	65

APPENDIX

1. LADY ROSE ANNUAL PASSENGER VOLUMES
2. ESTIMATES OF TOTAL NUMBER OF VISITORS TO PORT ALBERNI AND PACIFIC RIM AREA
3. RESULTS OF TOURIST SURVEY, JUNE 5, 1982
4. DESIGN ISSUES
5. DETAILED DESIGN SPECIFICATIONS AND COST ESTIMATES

ACKNOWLEDGEMENTS

This study was funded through the Travel Generators section of the Canada-British Columbia Travel Industry Development Subsidiary Agreement. The Agreement, which provides a variety of programs for tourism development, is cost shared equally by the Governments of Canada and British Columbia through the Department of Regional Economic Expansion and the Ministry of Industry and Small Business Development, respectively. Programs under the Agreement are administered jointly by the Ministry of Industry and Small Business Development and the Ministry of Tourism, and managed by a joint federal/provincial committee.

The Consultants acknowledge with gratitude the assistance and co-operation received from the numerous government and private organizations and individuals during the preparation of this report.

The responsibility for the report as written, and all conclusions reached herein, is the Consultants alone, and does not necessarily reflect the opinion of those who assisted during the course of this investigation and the Federal and Provincial Governments which funded the study.

****

Department of Regional
Economic Expansion

Canadian Government
Office of Tourism

Ministry of Industry
and Small Business
Development

Ministry of Tourism

PROJECT TEAM

The principal members of the consulting team were:

Jay Wollenberg, The Cumberland Group
Sandi McLaughlin, The Cumberland Group
Norman Hotson, Norman Hotson Architects

Other members of the project team were:

Sean McEwen, Norman Hotson Architects
Randall Sharp, Landscape Architect
Mary Aubrey, The Cumberland Group
Kelly McKnight, The Cumberland Group
Janice Beer, The Cumberland Group

The consultants would like to thank the members of Port Alberni's Waterfront Planning Committee for their help throughout the project. The consultants would also like to thank all the people who contributed information and ideas, including:

- members of Port Alberni City Council, Port Alberni Harbour Commission, Economic Development Commission.
- representatives of businesses on Port Alberni's waterfront.
- operators of businesses or facilities that we surveyed for information about tourism.

SUMMARY

Tourist Market

300,000 to 400,000 visitors per year come to the Port Alberni-Pacific Rim area. They are typically highly mobile; primarily interested in outdoor recreation; likely to spend relatively little on food, entertainment or retail goods; and mainly oriented to spending time at the Pacific Rim. These visitors make limited use of Port Alberni as a tourism destination.

Design Objectives

The concept proposed for Port Alberni's waterfront tourism project is intended to meet these objectives:

- to appeal to the type of visitor now coming to the region and, over time, encourage visitors to stay longer, spend more and regard Port Alberni as more of a destination.
- to be economically viable on an operating basis.
- to provide an attraction for visitors and a resource for residents.
- to avoid duplicating any attractions already available and to avoid competition with any existing attractions or businesses.
- to maximize the diversity and flexibility of the tourist attraction.
- to tap all existing tourism resources and to build on Port Alberni's strength as a forestry, fishing and shipping centre.
- to maximize the return on investments made in the project.

Concept Plan

The concept has these components:

1. An initial phase of development that creates an immediate tourist attraction and acts as a catalyst for future development. This initial phase includes:
   - a multi-purpose facility that can accommodate a public market, special events, recreation equipment rentals, workshops for arts/crafts and other activities.

- waiting areas, washrooms, snack-bar and parking for visitors to the site and its attractions.

- a major tourism information/co-ordination centre at which visitors can learn about the region's attractions and book charters.

- opportunities for close-up viewing of harbour businesses and activities.

- a space for temporary exhibits.

- a place for demonstrating and teaching special skills such as boat building.

- a pier and float for an observation point and a base for tour/charter operations.

- a tower that provides a major observation point and a strong site trademark.

- park and landscaped areas.

- office space to house the management of the project and a tourism information centre.

- complete integration with existing waterfront developments.

2. A strong management, tourist services and marketing component that includes:

   - management of the tourism development and marketing of the project and Port Alberni.

   - a program of special events.

   - tourist information and services.

3. Opportunities for controlled expansions, that could include:

   - the operation of a restored logging locomotive.

   - the creation of a lumber industry exhibit using refurbished steam equipment and a reconstructed heritage sawmill.

   - restaurant and accommodation development.

Estimated Cost	The initial phase of the development is estimated to cost about $2.1 million (1982 dollars).
Recommended Management	The project should be developed and operated by an independent Development Corporation. This corporation should be controlled by the City of Port Alberni; the Port Alberni Harbour Commission and the Regional Economic Development Commission should participate. This corporation should have an Executive Director responsible for running the project. A strong marketing compaign is vital to the project's success.
Annual Operating Revenue	The project will probably experience an operating loss of about $35,000 to $40,000 per year for the first couple of years. After that the project should generate an operating surplus of at least $30,000 per year.
Economic Benefits	The initial phase of development will create opportunities for 15 full-time jobs and for about 20 man-years of employment during construction. The initial phase of development will probably generate at least $500,000 per year in spinoffs resulting from increased visitor volumes and increased visitor expenditures. Subsequent stages of development will generate significant additional benefits in terms of increased average length of stay by visitors and increased visitor expenditures. The project will also make a substantial contribution to increased diversity in the local and regional economies.

1.0 INTRODUCTION

1.1 BACKGROUND

This is a feasibility and design study for a project intended to harness Port Alberni's potential for an exciting waterfront attraction. The proposed development is designed to stimulate tourism and benefit the community.

The emphasis is on developing Port Alberni's potential, because the area has major tourism opportunities that have not yet been used to full advantage:

- each year, hundreds of thousands of Pacific Rim-bound travellers go through Port Alberni. They don't stay long in the City and they don't spend much money anywhere in the region.

- Port Alberni has a fascinating array of industrial activity including pulp and saw mills, shipping, fishing and shipbuilding. The city is a cross-section of much of our provincial economy, yet the educational, entertainment and tourism value of these resources remains almost unrecognized and untapped.

- The City and the Harbour Commission own vacant waterfront land, at the foot of Argyle Street, that has outstanding views of, and access to, Port Alberni's industrial activities. These two organizations have worked hard and invested over $800,000 to date in assembling this site and preparing it for development as a tourist attraction and community asset. The site is next door to downtown and has the potential to contribute to the areas's economy and provide benefits to residents.

The feasibility and design study is about turning this potential into reality, by using the waterfront site at the foot of Argyle Street, the industrial activity and new attractions to entice visitors to stay longer and spend more

in the community and to create a unique opportunity for visitors and residents to enjoy an exciting urban waterfront.

Earlier work by other groups provided an important base for this study. In 1978 the City of Port Alberni's Waterfront Planning Committee commissioned Ian Niamath, Architect to prepare a concept plan for the waterfront site. The plan included a public market, a facility for tour boats, a restaurant, a pub and a motel.

At this time the City's interest in tourism development was increasing, so the City commissioned a study in 1980 to explore the tourism potential of the Argyle Street site in more detail. This concept, by Marshall Macklin Monaghan Ltd., incorporated some of the earlier ideas and added some major tourist attractions including maritime, forestry and cultural programs, exhibits and events. The proposal attracted the attention of the T.I.D.S.A. program, which funded this present feasibility and design study to recommend market, economics, design and management guidelines that would be definitive enough to allow implementation.

1.2 TERMS OF REFERENCE

The specific objectives of this project are to:

1. Conduct market studies to determine the types and scales of activities that would be viable.

2. Recommend a development concept that would: be compatible with existing and future development in nearby downtown; maximize the site's opportunities; create, if possible, a positive relationship between existing uses on the site and the proposed new uses.

3. Prepare a detailed design including: site and floor plans; recommended construction types; recommended exterior finishes.

4. Outline a staging program, including an estimate of the minimal viable development.

5. Recommend a management structure for implementing and operating the proposed development.

6. Esitmate construction costs, operating/maintenance costs, potential revenues and alternative financing arrangements.

7. Estimate potential benefits of the project to the City, region and Province.

8. Document and illustrate the complete feasibility and design analysis.

1.3 PROCESS

The main steps in the project were:

1. Complete review of all previous work.

2. Detailed market analysis.

3. Full site and immediate area analysis.

4. Presentation of a proposed development concept to the project steering committee before detailed design work proceeded. This concept incorporated existing waterfront businesses and industries and new attractions into an overall development that would:

   - respond to the characteristics of the region's visitors.
   - be an information and co-ordination "nerve centre" for tourist attractions and facilities in the whole region.
   - create a diverse, exciting place where visitors and residents could: buy fresh fish and produce, learn about the forestry industry, watch ships being repaired, get complete tourist information, view the whole working harbour, and more.
   - provide an excellent opportunity for staged private sector development within the concept.

   This concept depended heavily on the support and participation of waterfront businesses.

5. All of city council, key staff members, the project steering committee and a large number of waterfront business operators toured Granville Island in Vancouver. Granville Island offered the best local illustration of the kind of environment proposed in the concept plan. Strong support and approval of the concept were expressed.

6. Detailed design, market, economics and management work.

7. Presentation of a working draft to the steering committee, and receipt of comments.

8. Presentation of final draft to the steering committee, City Council, Port Alberni Harbour Commission, Regional Economic Development Commission and representatives of waterfront businesses.

9. Receipt of comments on the draft and production of the final report.

1.4 FINAL PRODUCTS

The final documentation for this project has three components: the text of the design/feasibility study; a set of technical appendices which are bound with the study; and a large-size set of presentation drawings which are reproduced in a smaller format in this report.

REGIONAL CONTEXT

HARBOURFRONT
CITY OF PORT ALBERNI, BRITISH COLUMBIA

CUMBERLAND REALTY GROUP LIMITED

NORMAN HOTSON ARCHITECTS

2.0 BACKGROUND INFORMATION AND ANALYSIS

This section summarizes key background data and the implications for selecting a program of tourism development on Port Alberni's waterfront. This section also outlines the most likely funding sources for the project.

2.1 REGIONAL ECONOMIC AND TOURISM CONTEXT

Port Alberni is the largest municipality in the Alberni - Clayoquot Regional District and it is situated at the inner most point of the Alberni Inlet on the West Coast of Vancouver Island. Other municipalities in the region include Tofino, Ucluelet and Bamfield. All three are located west of Port Alberni on the Pacific Coast.

The Alberni region's economy is based primarily on forest industries, commercial fishing, and fish processing. These sectors are not expected to expand significantly so most future employment and population growth in the region will be based on expansion in other sectors of the economy. The region's economy could definitely benefit from increased diversity that would enable the region to be less vulnerable to the impacts of downturns in individual sectors of the economy.

Tourism activity in the region increased with the 1972 completion of a paved highway between Port Alberni, Tofino, Ucluelet and the northern portion of the Pacific Rim National Park (which opened in 1971). The Pacific Rim Park contains two of the principal tourist attractions in the Region: Long Beach and the West Coast Trail. Port Alberni tends to be by-passed as a travel destination spot and, while there has been some tourism development growth in recent years, the City's main tourism role so far has been as a centrally located "pit stop".

2.2 LOCAL TOURISM CONTEXT

Most of Port Alberni's tourist related commercial development is located on the routes that tourists travel on their way to the Pacific Rim National Park. Very little tourism spending has been going to businesses in the Downtown/Argyle Street area of Port Alberni. In a 1981 survey of Downtown businesses, merchants estimated that less than 10% of annual sales go to tourists.

The 1982 inventory of tourist accommodation facilities included: 417 hotel and motel units, 10 trailer spaces and 40 campsites. Organized items of interest for tourists in Port Alberni include: the Lady Rose cruise/ transportation operation, tours of MacMillan Bloedel's Pulp and Paper Mill and Sawmill, boat charters, and the museum.

So far, the Lady Rose operation is the only major tourist attraction in Port Alberni. Annual volumes on the Lady Rose are about 10,000 passengers, approximately 90-95% of which are reportedly tourists. As shown in Appendix 1, growth in Lady Rose passenger volumes has been modest in recent years, mainly because the Lady Rose is carrying near-capacity passenger loads during the peak tourist season (June-September). Detailed records have not been kept but the operator of the Lady Rose reports that an increasing number of the passengers arrive on group tours and that there is increasing spin-off business to Port Alberni hotels/motels and restaurants.

MacMillan Bloedel's Alberni Pulp and Paper operation offers tours Wednesday afternoons all year long and the Alberni Pacific Division sawmill operation offers tours on Thursday afternoons during July and August. The total annual tour volume is about 1,500 to 2,000 people. Roughly two thirds of the annual volume reportedly consists of tourists. As can be expected, more time and resources tend to be channeled into the tour programs when the economic climate is healthier than it is at present. Usually the tours are conducted by tour guides, but at present they are being conducted by regular mill staff.

The boat charter/rental business is not a large contributor to the local economy and there are no statistics available on the volume of people who charter or rent boats out of Port Alberni but business is reportedly solid during peak months (July and August). There is a general feeling among operators that most of the customers are tourists on fishing trips. The scuba diving charter submarket reportedly doesn't generate a lot of business. The main reason for the seasonality in the charter/rental business is that for most of the year the fish tend to be roughly thirty miles out from Port Alberni.

There are no detailed attendance records for Port Alberni's museum which is being renovated and expanded.

Other tourism development work that is underway in Port Alberni and other indications of the City's growing orientation towards the tourism industry include:

- The construction of a new "see through" boat house for the fire boat.

- The Harbour Commission's plans to install improved fish freezing facilities for sports and commercial use.

- The restoration of the Shay locomotive and other steam equipment.

- The museum's plans to salvage parts of the structure and equipment of a heritage sawmill.

- Increased concern from local business people about road signing and marketing.

SITE ANALYSIS

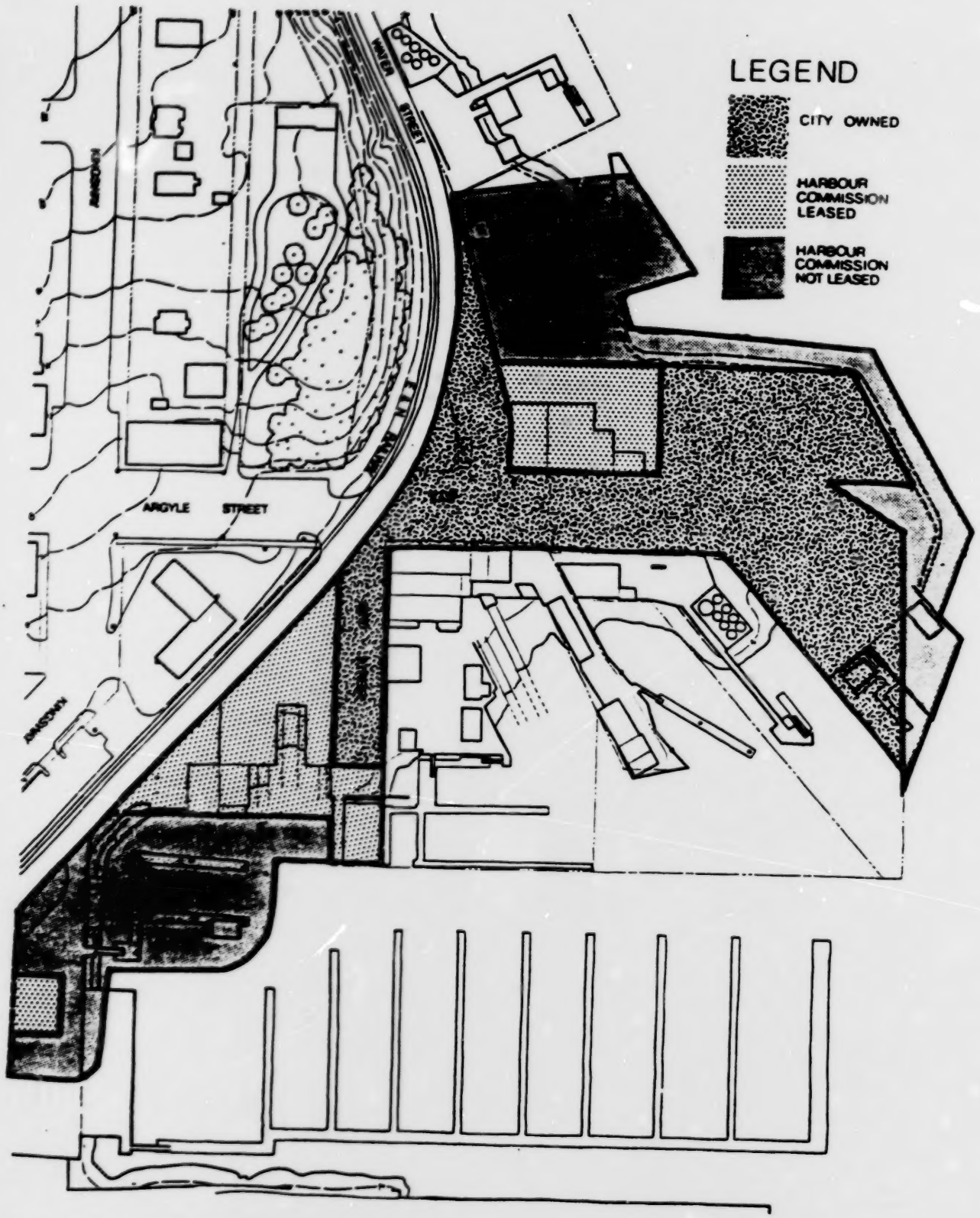
HARBOURFRONT

CITY OF PORT ALBERNI, BRITISH COLUMBIA

CUMBERLAND REALTY GROUP LIMITED

NORMAN HOTSON ARCHITECTS

BASE PLAN 5 MAY 1982



OWNERSHIP

HARBOURFRONT

CITY OF PORT ALBERNI, BRITISH COLUMBIA

CUMBERLAND REALTY GROUP LIMITED

NORMAN HOTSON ARCHITECTS

BASE PLAN: 5 MAY 1982

2.3 OPPORTUNITIES AND CONSTRAINTS AT WATERFRONT SITE

Detailed physical opportunities and constraints that affect the waterfront site's potential as a location for tourist oriented development are identified on the map opposite and more detail is included in Appendix 4. Other key factors that create opportunities and constraints are as follows:

Constraints:

- The entire Port Alberni waterfront is subject to some risk (over the long term) of exposure to tsunami. There is a study underway that has produced design guidelines for development in zones with some risk of exposure. As described later in Section 4.2, these guidelines have been incorporated in this feasibility and design study.

- Much of the site consists of fill. No detailed soil information has been collected so a geotechnical survey should be conducted before any major structures are construced on the site.

Opportunities:

- Most of the owners and operators of businesses currently located on the site are willing to consider incorporating interesting aspects of their businesses into an overall concept designed to bring tourists to the site.

- The Lady Rose, which is Port Alberni's only major tourist attraction at present, operates from the site.

- The site is one of few locations in Port Alberni that offers a clear view down the Alberni Inlet.

- The site is of interest to local residents. In one day of observation (Saturday June 5, 1982, 9:00 A.M. to 5:00 P.M.) approximately 10 to 15 local vehicles per hour drove around the existing gravel loop road on the site. Operators of businesses on the site indicated that this is common.

- The majority of the site is owned by either the City of Port Alberni or the Port Alberni Harbour Commission (see map opposite) and as indicated above, most of the private sector land owners and lessees are interested in the site's potential role in the tourism industry.

2.4 CHARACTERISTICS OF VISITORS TO THE REGION

One of the main factors in the design and successful operation of a tourist attraction is the characteristics of the market for the attraction. How many people might visit the attraction? Are they likely to spend a lot of time and money, or just a little? What are their interests? What is most likely to appeal to them?

A very successful attraction can reach a point where it creates its own market because of the strength of its reputation. Many visitors come to Victoria because they've heard of the Butchart Gardens; many come to B.C. just to see the Rockies. But a new attraction, at least for the first few years, must depend on people already in the area who decide to visit the attraction as part of their stay. A new attraction must appeal to the kind of people in the "market area" if it is going to be successful.

In this section we summarize some key characteristics of the visitors who form the short term market for a tourist attraction in Port Alberni. The main sources for this information are: the Province of B.C. Visitor Survey (1979); interviews with operators of tourism related businesses in the area; National Parks information; and a survey we conducted in June 1982 (details in Appendix 3).

2.4.1 Numbers of Visitors

There are no detailed records of the numbers of visitors to Port Alberni or the Pacific Rim. There is a variety of statistics available (campground registrations, counts of vehicles in the National Park), but no definite visitor count.

Based on various approaches (see Appendix 2), we have constructed estimates of visitors in the area; we think that about 300,000 to 400,000 people visited the Port Alberni and Pacific Rim area during 1981. The

number of visitors, based on National Park vehicle counts, has fluctuated quite a lot during the last several years, but shows an average annual growth rate of about 5% during 1976-1981. National Park campground registrations also show an increase of 4% to 5% per year over 1974 through 1980.

2.4.2 Seasonality

National Park vehicle counts indicate that about one third of all vehicles come during July and August and that just over one half of all vehicles come during June through September. When we adjust these figures to eliminate traffic generated from within the Port Alberni-Pacific Rim area, about 40% of visitors come in July and August and about 65% come during June through September.

The summer peak matches climate information showing that the region's "high summer" (daily average temperature consistently above 18°C) runs from the middle of May to the end of September.

The shoulder months of March, April, May and October are consistently strong; about 80% of all visitors come during March through October.

2.4.3 Origin of Visitors

Just over half of the region's visitors are from B.C., and a large majority of these are from the Lower Mainland or Vancouver Island. Alberta and Washington State account for the majority of non-B.C. resident visitors. Europe is the home of about 5% of all visitors to the area.

2.4.4 Travel Characteristics

There are no overall statistics on travel behaviour. The B.C. Visitor Survey only deals with non-B.C. residents (who make up less than half of all visitors), and our survey done in June 1982 is not necessarily representative of travellers at other times.

With the information we have, we can be reasonably confident in drawing these conclusions about visitors to the region:

- Visitors staying overnight probably spend three to four nights on average in the region.

- There is a high proportion of daytrippers (25% to 30% of all visitors).

- Average daily expenditures for overnight visitors, who are not B.C. residents, were about $17 per person per day in 1979, which would be approximately $23 in 1982. About 40% of expenditures were on meals, groceries, recreation, or shopping. This low average expenditure is also reflected in our survey. We found that groups on average planned to eat one to two meals in restaurants during their stay, that nearly half of all groups planned to purchase no groceries or beverages in the region, and that 68% of groups planned to spend no money on recreation or entertainment.

- Only a handful of visitors come in group tours; the vast majority of travellers come in private vehicles. About one-quarter of the visitors come in vans, campers or with trailers.

- Sightseeing, camping and hiking are the most common activities of visitors to the area.

- Only about one-quarter of visitors make a point of stopping for tourist information. Victoria and Pacific Rim National Park are the most-used sources of information.

- While a large proportion (about 80%) of visitors to the region end up stopping in Port Alberni, at least half of those stopping were getting gas, a quick meal and/or a few groceries.

2.4.5 Visitors' Impressions of Port Alberni

Our only source of information on visitor impressions was our survey. We found that:

- The more familiar visitors were with Port Alberni, the more positive their impressions were. For example, 52% of the people who stayed in Port Alberni thought the town was generally attractive, but only 30% of those who just stopped thought Port Alberni was generally attractive.

- Things that people found interesting about Port Alberni included: fishing; history; industries.

- Things that people didn't like included: the smell from mills; industries; and the absence of tourist facilities or attractions.

- People that had only ever driven through Port Alberni generally had a neutral impression. Some were turned off in advance because of pulp smell and some could think of no reason to stay in town, but most weren't "prejudiced".

2.4.6 Summary

Visitors to the region generally bring most of the food they need, do not spend much in the area, are coming to camp, intend only to enjoy an outdoor recreation type of experience. Port Alberni is a place en route, a possible stop for last-minute provisions. There is a good chance that many of the people going through Port Alberni are in a hurry -- to get a campsite, to set up before dinner-time, to get back to the ferry terminal. But they also stay relatively long in the region, and tend not to know what Port Alberni can offer. They are a 400,000 person per year opportunity that is not being tapped.

2.5 IMPLICATIONS FOR DEVELOPING A TOURIST ATTRACTION ON THE WATERFRONT SITE

The attraction itself and the types of tourists attracted will probably tend to change and evolve over time through three basic stages:

1. Initially, the attraction will primarily draw Pacific Rim bound tourists in for a brief visit.

2. The average length of a visitor's stay at the attraction will increase as the project becomes known. Travellers will begin to plan to stop at the project rather than find it by accident and decide to stop at the last minute (or pass by because they are short on time).

3. Through word of mouth and promotion, the project will begin to appeal to visitors as a destination. Visitors would come to Port Alberni for a significant part of their stay in the region and perhaps make excursion day trips to the Pacific Rim. The Lady Rose operation's growing volume of group tour business is an example of one Port Alberni attraction that is already at this stage.

As this evolution occurs, visitors will tend to support a greater number and diversity of attractions.

The key notion that comes out of the analysis of background information is that in the initial stage, the tourism project on the waterfront site should appeal to "enroute" visitors as opposed to "destination" visitors who have planned to visit the project. Success of the initial stage will create the potential for destination oriented tourism development in the future.

2.6 POSSIBLE FUNDING SOURCES

One last part of the background that should be considered in designing a tourist attraction is "who is going to pay for it, and how much money is available?" This is a chicken-and-egg sort of constraint, however. It would be misleading to design a concept plan to a particular budget, because one objective of the feasibility study is recommending the minimum size of operation that actually has a good chance of being a successful attraction. At the same time it may be futile to design a concept that is beyond any reasonable likelihood of funding.

In this study we have worked under these assumptions about funding:

1. Most of the initial seed capital for any project will almost definitely have to come from a public sector source. Potential sources for funding some components include: the City of Port Alberni; the Port Alberni Harbour Commission; and senior governments via tourism, heritage, economic development, or other programs. There may be some assistance (in money or materials) from the local private sector to supplement public sector capital.

2. The purpose of public sector seed capital is to create an immediate tourist attraction, with strong potential for creating economic spinoffs, and to create an opportunity for subsequent private sector investment.

3.0 POSSIBLE COMPONENTS IN A PORT ALBERNI WATERFRONT TOURISM ATTRACTION

During the history of this project, beginning with the first concept plan in 1978, many ideas have been suggested for Port Alberni's waterfront tourist development.

In this section we present the "shopping list" of possible components in the project; we have assembled this list from a variety of sources:

- the first concept by Ian Niamath, architect
- the Marshall Macklin, Monaghan concept plan and report
- relevant T.I.D.S.A. studies concerning tourism development in the region
- the Steering Committee we worked with on the present design and feasibility study
- waterfront business and industry people that we contacted
- museum staff
- other development projects or concept plans that seemed comparable for one reason or another
- our own work on this feasibility and design study.

We present the list here because it represents an important step in the concept planning process. We considered all possible candidates for components in the project; we evaluated them using criteria and planning principles described in the next section. Working this way, we systematically narrowed the range of possible components and arrived at a smaller list of ingredients that we believed made sense for the project. Then we created a concept plan within which these components could be used to best advantage.

This is the list of possible elements in the project that were considered:

- Marine theme exhibits and displays, including models, replicas, audiovisual materials, restorations, dioramas, demonstrations and interpretive materials; themes could include fishing, shipping, early voyages of exploration, shipwreck, natural history.

- Forestry theme exhibits of a similar range and possibly also including working models; themes could include modern and past logging and sawmilling technology, pulp and paper technology, forestry related transportation. Two major specific possibilities in this category are the operation of a restored Shay locomotive and other restored steam-operated logging equipment, and the relocation and reconstruction of an abandoned sawmill that has been identified as a possible heritage project.

- Native Indian theme exhibits of a similar range, also including native arts/crafts and food.

- Motel/hotel accommodation.

- Restaurants of various types ranging from snack bar to "white table cloth" dining.

- Pub.

- Market for seafood, produce, crafts.

- Civic theatre and arts centre.

- Retail space designed for specialty sales such as arts and crafts, gifts, nautical supplies.

- Office space.

- New facilities for use of Lady Rose and other cruise or tour boats; facilities could include passenger waiting areas, washrooms, ticket/reservation centre, warehouse space.

- Programs and space for special events such as an annual salmon barbecue.

- Visitor information and tour co-ordination centre that could act as a central information base for: harbour tours; longer cruises out to Pacific Rim; scuba and fishing charters; industrial tours (pulp and sawmills); tourist attractions throughout the region; special events; National Park information.

- Space for demonstrating and teaching boat-building skills.

- Opportunities for close-up observation of fishing fleet, harbour operations, commercial shipbuilding and repair, and other water-front activities.

- Space for sales and rentals of outdoor equipment including canoes, kayaks, camping/hiking equipment, small boats, fishing equipment, scuba gear.

- Additional fish processing facilities including canning and freezing, at a scale appropriate for use by tourists.

- Opportunities for more views, more water contact and more enjoyment of the site.

- Parking, for existing and new uses.

- Additional float and dock space.

- Connections to the City owned park ("Sea Cadet Park") just east of the site.

- Park space for picnicing, strolling, viewing, relaxing.

- Multi-purpose exhibit space for use by agencies or programs such as the Salmonid Enhancement, Parks Canada.

- Opportunities to accommodate future ideas for public or private sector tourism related projects.

Every one of these ideas could help build a successful tourist attraction on Port Alberni's waterfront and contribute a new resource for the use of local residents. But they aren't all equally stong candidates and because there is definitely not room enough on the site, and probably not money enough available, to build them all, the task is to find the group within the list that will contribute the most to tourists and residents and maximize the return on investment.

4.0 EVALUATION OF THE POTENTIAL COMPONENTS

The purpose of this section is to select from the list of candidates those that can contribute most to the successful development of a waterfront tourist attraction.

To do this evaluation we developed three kinds of screens.

First, we set some criteria that could quickly rule out any ideas that are fundamentally not feasible. These criteria are:

- is there adequate market support for the component?
- is the component economically viable?
- is it physically possible to accommodate the component on site?

Second, we established some planning principles that respond to basic realities about Port Alberni's existing and near future economic climate, Port Alberni's existing amounts and types of development, and general understanding of what makes tourist attractions viable. These planning principles are:

- each component must make a substantial contribution to the minimum critical mass needed to establish a new viable tourist attraction.
- each component must be compatible with Port Alberni's image, with the tourism work that is already underway, and with the needs of the community.
- each component must be complementary to , and not competitive with, existing tourist and service development in the community.

Third, we extracted from previous studies some order-of-magnitude cost estimates for some of the larger components (such as major themed exhibits and interpretive centres) that have been considered so that probable cost could be compared with probable degree of contribution to the success of

the attraction. This comparison is based on the principle of cost-effectiveness, which says that a project that attracts 10,000 visitors and costs $200,000 is much better than one that draws the same number of people but costs $2,000,000.

4.1 MARKET SUPPORT AND ECONOMIC VIABILITY

In this section we estimate how much market support there is for various types of possible components in the project, and then we estimate whether or not they are likely to be economically viable. For those uses that we think are not supportable in market terms, we do not bother looking at economics. Market analysis, especially for unique developments, is not an exact science -- it is a mixture of analysis and judgement based on experience -- so there are some general points to keep in mind throughout this section:

- Each subsection in the market analysis has been taken to the level of detail required to say "probably adequate support" or "probaby not adequate support". We judge a component to have adequate market support if: (i) it can probably survive without causing competition that cripples existing development or duplicating an existing facility or service, and (ii) it can probably operate without creating a substantial recurring annual deficit.

- Some possible components are so completely untested, or are types of operations for which there is so little information, that a "typical" approach to market analysis is not possible. In these instances we take an alternative approach.

In all calculations related to market support, we use these base estimates of the "trading population":

- 350,000 visitors per year, growing at a rate of 3% to 5% per year on average.
- 235,000 visitors (about two-thirds) during the June-September peak.
- 30,000 residents in the Port Alberni area.

One of the basic techniques we use in estimating market support from visitors is to first estimate the proportion of total visitors that will actually arrive at the site for any reason and then estimate the proportion of these that will actually do something or buy something offered at the site.

Using Lady Rose passenger figures (because these visitors obviously reach the site) and observations on the numbers of visitors driving onto the site just to see what's there, we estimate that at most 5%* of all visitors in the area are reaching the site now.

Most of our market estimates are based on the judgement (supported by data from other tourists attractions) that initially any attractions on the site will certainly attract 10% (doubling the present rate) of all visitors to at least come and see the Argyle Street development. We also think it is reasonable to expect this capture rate to hit 15% soon after opening, given good management and marketing.

All of these estimates apply to the probable performance of the given components during the first few years of operation of the Argyle Street project as a whole. During this initial period, the tourist attraction is trying to draw in visitors that are typically mobile, seeking outdoor experiences, not anticipating spending much money, and quite possibly pressed for time due to their travelling schedule.

---

* In 1981 10,000 people rode the Lady Rose but some of these are locals. We estimate (based on field observations) that the number of visitors driving out to see the site (but not going on the Lady Rose) ranges from a low of less than 100 per month in winter to 2,000 per month at peak. As a crude estimate, we calculate a total of say 7,000 visits per year. Adding the 10,000 riders and 7,000 lookers gives 17,000 which is just under 5% of 350,000.

4.1.1 Accommodation

There have been two recent studies estimating the demand for additional hotel/motel accommodation in the area; one was commissioned by T.I.D.S.A., the other by the South Port Business Association as part of its downtown revitalization program. Both concluded that recent market conditions have not been strong and that growth in demand will be moderate.

We surveyed motel operators in Port Alberni and the Pacific Rim communities and found many instances of motels and resorts operating at annual occupancy rates of 60% or less. Many are, not surprisingly, fully booked in the July and August peak season but running at 30% to 40% occupancy the rest of the year. Some of the better quality resorts have better occupancy figures.

We concluded that the market is not strong enough, or growing quickly enough, to warrant new development in the near future. A new project on the prime waterfront site at the foot of Argyle Street may survive (although an average annual occupancy rate in excess of 70% would be needed to cover debt service at current interest rates and operating costs), but it would do so at the expense of existing operations in Port Alberni.

4.1.2 Restaurant: Dining-Room Type

In the current economic downturn, restaurants in the mid-island areas (even in prime areas for tourist dining, such as Qualicum) are locked in heavy competition and even price-cutting, trying to capture the limited market.

We surveyed some chain restaurants to obtain some guidelines on locational criteria. Generally the "sit-down" restaurants look for a resident population on the order of 75,000. Restaurant survival, especially for new operations carrying heavy debt loads, depends on sustained annual volumes and cannot rely on seasonal peaks.

TABLE 4.1.4 MARKET SUPPORT AND ECONOMIC VIABILITY FOR FAST FOOD OR SNACK BAR OPERATION.

Assumptions

1. 10% of regional visitors reach Argyle site; 25% (based on data from similar situations) of site visitors purchase light meal and 10% of residents purchase one meal per season.
2. Operations during June-September only.
3. Average meal price = $3 (1982 dollars); based on surveys of comparable outlets.
4. Cost of sales (amount paid to purchase food, paper plates, napkins, cups etc.) = 50%; based on surveys of comparable outlets.
5. Capital costs (assuming structure in place) for kitchen equipment, counters etc. = $15,000, amortized over 5 years at annual interest rate of 18%.

Market/Economics

Total annual visitor purchasers	= (25%)(10%)(235,000 summer visitors) = 5,875
Total annual resident purchasers	= (10%)(30,000) = 3,000
Total purchasers	= 8,875; say 9,000
Revenue	9,000 x $3 = $27,000
Net Revenue after cost of sale	= ($27,000)(50%) = $13,500
Wages	= 1.5 employees x 8 hrs/day x $5/hr x 120 days = $7,200
Rent	= 5% of gross sales = ($27,000)(5%) = $1,350
Debt service	= approximately $4,800 per year.
Net seasonal operating income	= (Revenue after cost of sales)-(wages)-(rent)-(debt service) = $13,500 - $7,200 - $1,350 - $4,800 = $150 (say breakeven)

Also, based on fieldwork it is clear that Port Alberni and Pacific Rim restaurants are not operating anywhere near capacity - there is a tremendous ability to absorb growth in the existing inventory.

As with a hotel, a new dining-room type restaurant in a prime location, such as a waterfront site, may survive in the short term but only by capturing business from existing operations.

Another concern about a restaurant, in the short term, in Port Alberni is competition from Pacific Rim communities. Most of the potential diners are staying at Pacific Rim and are more likely to patronize nearby restaurants. Port Alberni needs to draw visitors in first and later build on this support.

4.1.3 Restaurant/Light Meals

There is already a restaurant of this type on the site. It does not operate at full capacity and the management has expressed willingness to consider expansion if warranted. A relatively simple, inexpensive expansion could be done by adding some covered outdoor tables.

We think it does not make any sense to encourage another similar type of restaurant on the site in the near future.

4.1.4 Snack Bar or Fast Food Operation

Examples of this type of food service include: fish and chips, salmon barbecue, steamed crab, snack food. Two important characteristics of these outlets are that they involve relatively low investment and can operate only at peak periods if desired because they are easy to set up and take down.

There is no food service of this type at or near the site. Potential users include residents, passengers on the Lady Rose who want food or drinks before and after the trip, and visitors coming to the site.

TABLE 4.1.5 MARKET SUPPORT AND ECONOMIC VIABILITY FOR LARGE SCALE EXHIBITS CHARGING ADMISSION AND REQUIRING FULL TIME STAFF.

Assumptions:

1. Attraction operates year round.
2. 10% of regional visitors reach site; 10% of these are willing to make time and money investment in attraction.
3. 20% of regional residents visit once per year (school field trips etc.).
4. Capital cost covered by outright grant from some source.
5. Average admission price = $3.

Market/Economics

1. Total visitors attending = (10%)(10%)(350,000)
2. Total residents attending = (20%)(30,000)
3. Total annual attendance = 9,500*
4. Annual revenue = (9,500)($3)
   = $28,500
5. Annual operating cost = $50,000/yr.
   (Absolute minimum given that facility needs at least one staff person and funds for acquisition of displays, audio-visual materials etc).

* Attendance at existing museum has been roughly estimated at 20,000 per year and it is free.

Table 4.1.4 shows a calculation of minimum market support and economic viability (based on conservative market capture rates) that indicates a modest operation could breakeven, generate employment and return a rent for space. If the proportion of visitors reaching the site reaches 15% (and all other assumptions hold constant) the operation would return an additonal $4,000 or so on the bottom line, and an additional $400 in rent (bringing the total rent to $1,750 per season).

We think these estimates indicate that a food service operation would be viable.

4.1.5 Large Scale Exhibits/Displays Charging Admission and Requiring Staff.

For the purpose of estimating market support and economic viability, all large scale exhibits can be treated approximately the same. These estimates would therefore apply to any individual forestry, native Indian, marine or other exhibit and to something like an operating railroad as well.

Table 4.1.5 shows a calculation of estimated market support and economic viability for such an operation. At 10% of the region's visitors reaching the site, the operation will almost definitely lose money. Even at a site capture rate of 15%, the facility would lose money. To breakeven (assuming a minimal $50,000 per year operating cost and assuming that 15% of the region's visitors reach Argyle Street), nearly one third of the people reaching the waterfront site would have to pay admission. We don't think this is a realistic expectation in the short term.

We also don't think that this type of attraction would be effective in increasing the Argyle Street site area's attractiveness to visitors beyond the 10% to 15% range. This type of attraction simply would not match the type of visitor, in the short term, moving through the area.

TABLE 4.1.6 MARKET SUPPORT FOR SMALL SCALE EXHIBITS NOT CHARGING ADMISSION

Assumptions

1. 10% of regional visitors reach site; 50% of these see some of the exhibit.

2. 20% of regional residents see exhibit once per year.

3. No significant operating and maintenance costs not already covered in other budgets.

Market

1. Visitors attending = (10%)(50%)(350,000)
   = 17,500

2. Residents attending = (20%)(30,000)
   = 6,000

3. Total annual attendance = 23,500

It is also important to note that any large scale exhibit on the forest industry will partially compete with the new museum facility and will also partially duplicate an experience that is already available in actual mill tours.

4.1.6 Small Scale Exhibits And Displays, Not Charging Admission And "Borrowing" Staff From Exisiting Operations.

In general this type of exhibit would have these features:

- small enough to be operated by existing organizations and staffs (such as museum staff) with modest increases.
- low maintenance/operations cost because it could be only partially enclosed.
- specialized enough to be complementary to, and not compete with, existing tourism opportunites such as the new museum and mill tours.
- easy to enjoy in a small amount of time.
- capable of expansion.

By definition this type of attraction cannot directly contribute revenue. It can however add an attraction that more people would find appealing than would be interested in an exhibit, on similar subject matter, charging admission and requiring more time.

Table 4.1.6 shows an estimate of market support.

Based on these assumptions, this type of attraction does not necessarily attract more visitors to the site than its larger counterpart in the previous section (4.1.5) does. But it gives more people something they are likely interested in doing.

This contributes more to return visits and word-of-mouth advertising and means that this type of attraction has a greater probability of increasing the site's ability to attract visitors than a large exhibit does.

4.1.7 Fresh Seafood, Fresh Produce and Other Goods: Public Market

This idea is among those that have drawn the most interest on the part of people commenting on preliminary concept plans. It is also one of the most difficult when trying to estimate market and economic performance because there are so few comparable facilities, especially in the Port Alberni area. There are outlets ranging all the way from live crab and off-the-boat fish sales on the docks in Tofino to large-scale "markets" selling everything from local produce to Asian-made souvenirs, and we've tried to extract some guidelines from these.

We also have the experience of very successful markets, such as the one at Granville Island, to draw on. At the very least, Granville Island tells us that public markets can be extraordinarily successful.

The main points we have learned about the potential for a market in Port Alberni are:

- Public markets can be superb tourist attractions and tourists can become a substantial share of total volume, but chances for success are improved if there is consistent resident support.

- Markets contain two fundamentally different kinds of merchants: those selling their own products and those acting as "traditional" retailers (buying wholesale, selling retail) in a non-traditional setting.

- Markets can draw incredible volumes of people. For example, the sum of total annual visitors to the Lower Mainland (say 4,000,000)

4.1.7 MARKET SUPPORT AND ECONOMIC VIABILITY OF PUBLIC MARKET IN PORT ALBERNI

Assumptions

1. The market operates over 8 months of the year (March through October), during which time about 80% of annual visitors are in the area.

2. The Argyle site attracts 10% to 15% of these visitors, of which 25% purchase items in the market.

3. Port Alberni area residents on average purchase items in the market 0.5 times per year.

4. The calculations here assume only a fresh produce and fresh seafood operation. In addition (but almost impossible to estimate) there would probably be space occupied by "flea market" vendors, arts/crafts vendors and others.

5. The average transaction per customer will be $3 (which is an estimate combining relatively inexpensive produce and relatively expensive seafood).

6. Cost of sales (wholesale price) is 30% of gross receipts. This is assumed to apply equally to people selling their own products (who have expenses including labor, transportation, equipment etc.) and to those selling products purchased from wholesalers.

Market/Economics

1. Visitors reaching site = 10% to 15% of 80% of 350,000 = 28,000 to 42,000

2. Visitors purchasing items = 25% of those at site = 7,000 to 10,500

3. Residents purchasing items = 50% of 30,000 = 15,000

4. Total annual purchasers = 22,000 to 25,500

5. Total annual revenue (at $3 each) = $66,000 to $76,000

6. Revenue after cost of sales (70% of gross) = $46,200 to $53,550

7. Rent = 5% of gross sales = $3,300 to $3,825

8. Net income = $42,900 to $49,725

9. Daily income (8 months x 20 days per month = 160 days) = $268 to $311

10. If minimum required daily income per stall = $6/hr x 8 hrs. = $48 number of stalls supportable = 5 to 7.

and the total residential population of the Lower Mainland (say 1,500,000) is about 5,500,000. The Granville Island Public Market attracts about 55,000 per week, which means 1% of the visitor and resident population goes to the market every week. The market's annual capture rate is 52%. Actually, residents make much higher use of the market than visitors and this is important. About 20% of the market's customers are visitors, so the annual capture rate is about 10%. For residents of the Lower Mainland, the annual caputure rate is about 150% (meaning an average of 1.5 visits per resident per year). In effect the market is creating a tourist attraction out of a primarily resident-supported business. This is particularly meaningful for a place like Port Alberni that has a seasonal visitor market.

- There is evidence that the Port Alberni area's residents and visitors would probably support a public market. Stores carrying market - type goods in the area do a steady year-round business and show volume peaks indicating substantial tourist business. Port Alberni residents apparently regularly patronize some business out of town that are offering "market-like" experiences and goods.

Table 4.1.7 shows an estimate of the minimum level of patronage we think a public market in Port Alberni would enjoy. Using some simple, supportable assumptions, this estimate is translated into a minimum supportable public market area of 5 to 7 stalls for produce and seafood sales only. With the addition of say 3 to 4 local crafts persons and a gifts/souvenirs vendor, a 10 to 12 stall market would result.

The purpose of the calculation in Table 4.1.7 is to show that at a minimum a market supporting 5 to 7 people could be economically viable. This is not a forecast per se of the actual size of the market; it is only a guideline to

suggest that at a minimum a reasonable-sized market should work. In most existing examples, given good management, good marketing and good quality food, markets have significantly exceeded the kind of forecast we have pencilled out.

4.1.8 Miscellaneous

The market/economics assessments in the previous sections cover most of the commercial activities in the "shopping list" in in section 3.0, and cover the kinds of public attractions that depend on given volumes of use to be economically viable. Three groups of possible components in the concept plan remain.

1. The services. Tour co-ordination, reservation and ticketing systems, and tourist information will be available to everyone who visits the site. In initial years, therefore, the market for these services is estimated at 10% to 15% of the 350,000 visitors in the area -- 35,000 to 52,500 people.

2. Completely untested ideas or activities for which little hard information exists, such as harbour tours, canoe or kayak rentals, fishing and scuba charters. These ideas are generally not capital intensive, meaning that if a very basic facility is put in place (such as a dock and a sheltered ticket/information booth) there is tremendous freedom for experimentation and pilot projects with minimal economic risk.

3. Infrastructure, such as parking, park space, viewing platforms, walkways. We assume that these would be definite components in any development concept.

4.2 PHYSICAL FEASIBILITY

There are only 3 factors which could act to limit which of the uses in the "shopping lits" could be accommodated on site:

- the basic limit on land area.
- the bearing capacity of the site.
- the potential hazard of tsunami.

The first only acts as a constraint if a combination of uses is selected that exceeds site area, so this criteria is held on the side at this point in the analysis.

We attempted to get enough information on bearing capacity to determine whether or not it would be a significant constraint. A geotechnical survey including drilling was determined to be needed to get any reliable information but the cost of this analysis (estimated at $12,000) could not be absorbed in the feasibility study budget. We have assumed that relatively light structures should not encounter difficulty but that heavy structures should not be built without detailed geotechnical study.

The tsunami constraint is partly a physical concern and partly a policy issue.

According to our terms of reference, we are to use the guideline that habitable structures should be secure against the estimated 200-year return tsunami event -- meaning no habitable structures below 8.0 meters G.S.C. There is no firm regulation (federal or provincial) that requires this as a design parameter, however. As the site level is approximately 4.0 meters, using the 200-year event as the guide would require all major structures to have floor areas about 12 or 13 feet above site level.

Some of the possible components in the project could be viable given this constraint; these include hotel, restaurant, major exhibits and other uses that do not have to have strong links to activities at grade.

Other possible components could not survive within this constraint. A public market, an effective tourist information and tour co-ordination centre, waterfront park space and similar uses absolutely depend on ground contact to survive.

Therefore, we have assumed that the 8.0 meter guide would apply (if at all) only to major structures occupied by people for significant periods of time and containing substantial investments in furniture, merchandise and other material. We have assumed that structures containing uses of a transient nature, in which people are highly mobile, and which do not contain large investments would not be bound by the 8.0 meter constraint.

4.3. CONTRIBUTION TO CRITICAL MASS

This part of the evaluation is more a planning principle than a constraint.

Any attraction, or group of attractions, must have a strong enough image and a persuasive enough pull to draw people to it. This is one reason why fast food stores congregate instead of spreading out. The disadvantages of competition are outweighed by the advantage of creating a place with a strong identity.

The point at which an attraction achieves the size or the magnetism it needs to be successful is called critical mass. This is the minimum size (real or perceived) needed to make thinks happen.

We think that each component that becomes part of the development concept must make a sizable contribution to achieving critical mass — each part must help reach the goal of pulling visitors in from the route to and from Pacific Rim.

Applying this principle to the list of possible components would favour:

- Those that don't duplicate something already available. For example, publicizing and expanding mill tours (which would have a modest cost) would probably contribute as much to critical mass as a major forestry centre would (at much greater cost). Both attractions would be offering the chance to learn more about forestry; one has the advantage of being much cheaper and more genuine.

- Those that don't fight with existing attractions for the same people and the same money. For example people will come into town because they know or assume they can get a meal. One more restaurant, it it competes head to head with existing ones, doesn't help reach critical mass; it just cuts the pie into smaller slices.

- Those that contribute to diversity, which creates critical mass through having lots of things going on rather than through sheer size. This is especially important when dealing within a limited budget and when trying to appeal to a market with limited time and money. One major attraction costing a million dollars may turn out to have much less impact than 5 small attractions costing $200,000 each.

- Those that have the flexibility to adapt to the seasonality of tourism, weather and climate, and changes in the tourism market itself.

- Those that allow changing activities. This changing nature of the attraction will encourage repeat visits and can respond to current events, market trends and offer suprises.

In practice, components selected according to this principle are likely to include: small but interesting exhibits; multi-purpose facilities that can house public markets, salmon barbecues, boat-building, totem pole carving and band concerts; and maximum visual access to existing things of interest such as mill tours and the fishing fleet.

4.4 COMPATIBILITY WITH PORT ALBERNI'S IMAGE, PRESENT BUSINESS CLIMATE, COMMUNITY NEEDS AND TOURISM WORK ALREADY BEING DONE

This is another planning principle that we think should govern the selection of components in the concept plan. More specifically, this guideline would favor:

- Components that tap Port Alberni's strengths in fishing, forestry and shipping. Attractions on these themes use the community's existing public image to advantage.

- Attractions that feel "natural" to residents and visitors that discover them. Attractions that depart too radically from what people might expect run the risk of looking funny and inviting negative attitudes on the part of visitors and residents.

- Businesses that do not compete with operations that are already suffering in the economic slowdown. Attractions should bring new dollars into town, not survive by raiding existing enterprises.

- Attractions that offer something to visitors and residents. This is important both for community support for tourism development and for maximizing the chances of economic viability. Port Alberni's tourism is seasonal, and resident use of facilities/businesses can help support them through slow periods. Attractions must, therefore, invite ongoing use (by residents and repeat visitors), not just visits on rare occassions.

- A concept that includes maintaining existing businesses on and near the Argyle Street site. These businesses are interesting attractions in their own right and are making an important contribution to a local economy that needs more diversity, not less.

- A concept that includes room for operating/displaying the Shay locomotive and other equipment that a group in Port Alberni has already worked hard to restore. These investments should be recognized and used to advantage in the concept plan.

- A concept that includes a site for a reconstruction of a portion of the heritage sawmill that the museum is trying to acquire. This restoration could make a major contribution to the overall project, especially if located near the Shay locomotive and other equipment (creating a total forestry related display).

- A concept that highlights the investments already made in new dock facilities on site and in the new transparent boat-house for the fire boat, which can be a very interesting attraction especially during practice operations.

4.5 RELATIVE COST

Another guideline that may act to favour some components over others is relative cost. We have listed some of the larger components and their approximate costs (using 1980 dollar estimates published by Marshall, Macklin, Monaghan Ltd.).

civic theatre	$ 450,000
arts/crafts workshop	240,000
marine interpretive centre	750,000
major forestry centre	2,450,000
maritime history centre	1,425,000
logging railroad	1,065,000

These ideas total over $6,000,000, and each of the ones large enough to possibly be successful as a tourist attraction on its own costs $750,000 or more. We point this out because there are not yet any firm guidelines on how much capital will actually be available (although it seems unlikely that sums on the order of $5,000,000 could be assembled). If about $1,000,000 is available, the concept plan faces a choice. Is it better to have one large attraction (because these all cost on the order $1,000,000) or a collection of smaller ones? We think the second choice — a diverse, flexible, adaptable group of attractions -- is less risky and far more likely to be successful. This approach also enables the attraction to be more resilient to possible downturns. An expensive single attraction could perhaps become outdated or could be directed at the "wrong" market . . . but has no ability to adapt or recover. A flexible group of smaller-scale, diverse attractions can constantly adapt based on experience and avoids the risk of an "all or nothing" development.

5.0 RECOMMENDED CONCEPT FOR A HARBOURFRONT TOURIST ORIENTED DEVELOPMENT

This section describes the overall concept and preferred ingredients we recommend for a tourist oriented development on the Harbourfront site at the foot of Argyle Street. The concept and ingredients have been selected based on the background analysis and the criteria/planning principles outlined in previous sections.

The concept includes three key components:

1. A development infrastructure and framework that creates an immediate tourist attraction based on existing potential and that acts as a seed for more tourist oriented development in the future. This framework should be completely integrated with existing waterfront businesses which are a vital part of the attraction.

2. A management and marketing component to maximize services/ information provided to visitors, maximize opportunities for spin-off benefits and maximize opportunities to incorporate new ingredients into the attraction.

3. The opportunity for controlled expansion of the attraction.

The specific ingredients included in the concept are as follows:

1. <u>Framework Development</u>

   - a multi-purpose facility providing covered (but not necessarily enclosed) space and services (power, water, sewer) to accommodate:
     - agricultural market
     - seafood market
     - arts/crafts market
     - special events such as a salmon barbeque
     - safe storage for the tools/equipment needed for special attractions
     - workshops
     - canoe and kayak rentals

- a comfortable waiting area for passengers on the Lady Rose.
- a place for demonstrating and teaching boat building skills.
- a space for temporary exhibits such as a fish hatchery display.
- space for a fast food/snack-bar operation.
- public washrooms.
- the opportunity to observe waterfront industrial and harbour activity: up close at the industries on site, and from a distance using the views from the site.
- park and landscaped areas for relaxing, picnicing.
- parking for visitors to the waterfront project and passengers on the Lady Rose.
- a system of infrastructure and "furniture" (road, basic services, walkway, signs, lighting, parking, landscaping) that makes the site appear "complete" while creating sites and guidelines for additional development in subsequent stages.
- a combination pier and float that could be used for an observation point, as a focal point at the tip of the site, and as a base for boat rental/charter operations.
- access to the existing Sea Cadet park, which should be improved to provide picnic and sitting/viewing areas.
- a tower that will provide an observation point and a very strong identifying "trademark" for the whole waterfront project.
- office space for managment of the market and waterfront project; this could also provide improved quarters for the management/ticket sales for Lady Rose.

2. <u>Management/Marketing/Services</u>

- day to day management, marketing and promotion of the Harbourfront project. Ongoing management should include monitoring visitor counts, expenditures and satisfaction.
- a program including a wide range of frequent special events such as: barbecues, concerts, plays, fire boat practice demonstrations, logging sports, and exhibits.

- a tourist information, tour co-ordination/information and possibly tour/charter reservations system serving existing (and new) tour and charter businesses. This information centre should become the major tourist information source in the region and could include a strong Parks Canada presence. This centre should replace the existing booth at the entrance to Port Alberni.

3. Controlled Expansion

- a site for a lumber industry exhibit, which would be built from the reclaimed structure and equipment from the mill the museum hopes to obtain.

- a recommended location for the base of operations for a restored logging railroad and a recommended location for the display of other restored steam equipment.

- identification of specific development sites for the possible future addition of a restaurant, pub, hotel or more market space.

6.0 DETAILED DESIGN FOR PROPOSED CONCEPT

Before presenting detailed design ideas and cost estimates, this section outlines the design criteria that were involved in shaping the design.

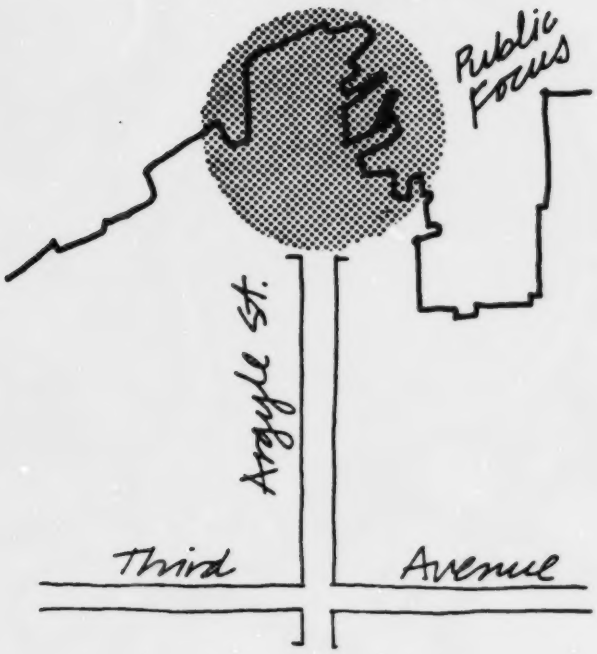
6.1 DESIGN CRITERIA

The design criteria outlined and illustrated on the following pages are based on all of our background analysis and our review of the design issues that are discussed in Appendix 4.

The specific criteria for what the design should do fall into the following categories:

- create a public place
- work within the context of a working waterfront.
- provide the opportunity to link the site with downtown.
- optimize access to parking.
- deal with restrictions on ground floor development
- optimize views.
- have a waterfront character
- provide pedestrian shelter from the elements.

PUBLIC PLACE

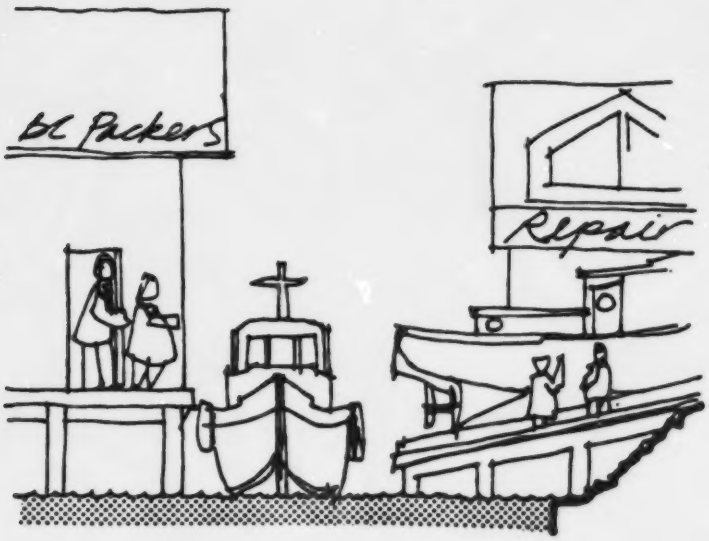


The foot of Argyle Street is an optimum location for a new public place in Port Alberni.

The development should:

- contain a broad mix of public-oriented activity with year-round use.
- act as a tourist generator.
- function as an amenity for City residents.

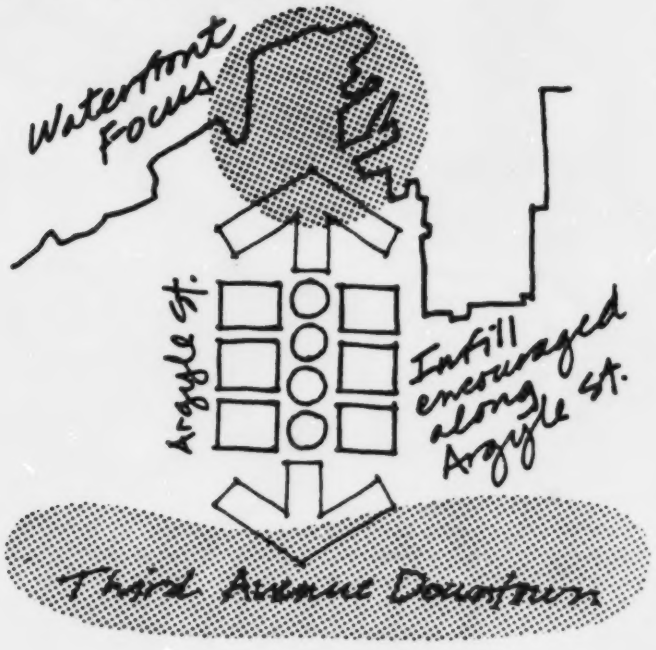
WORKING WATERFRONT



The existing working waterfront represents a unique opportunity for the proposed tourist site.

- encourage casual pedestrian access into the working waterfront where safe and practicable, on existing pathways and floats or on new boardwalks and viewpoints.
- encourage continuing marine-oriented industry, including the possibility of new marine industry at the Harbourfront site.

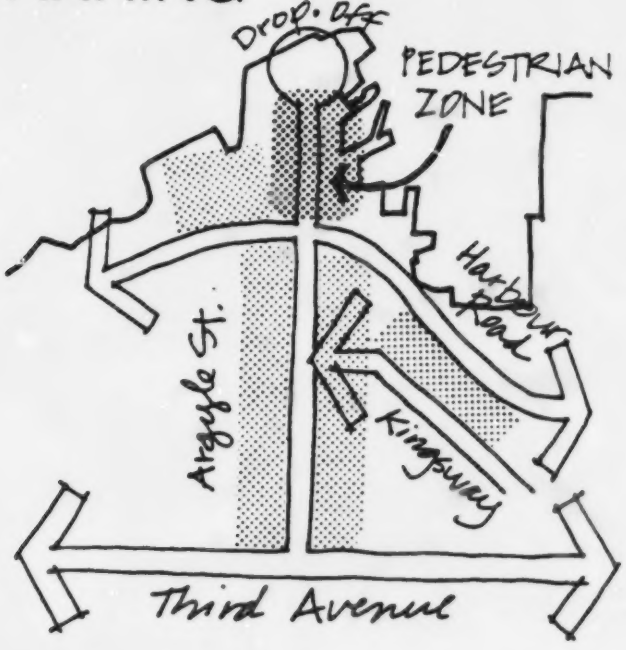
LINK TO DOWNTOWN



The Harbourfront site can be developed to complement the City's existing commercial core. New uses on the waterfront should strengthen Argyle Street as a commercial 'spine' linking the downtown with the waterfront.

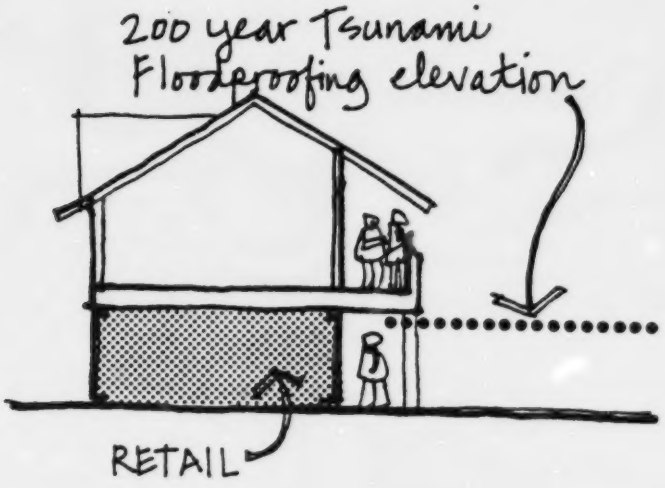
- uses could include hotel, retail, office, institutional.

ACCESS TO PARKING



Vehicles will arrive at the Harbourfront by way of Argyle from Kingsway or Third Avenue. Provide access to the existing parking off Kingsway to the north, on Argyle Street itself, and new parking to the south.

GROUND FLOOR IMPERATIVE

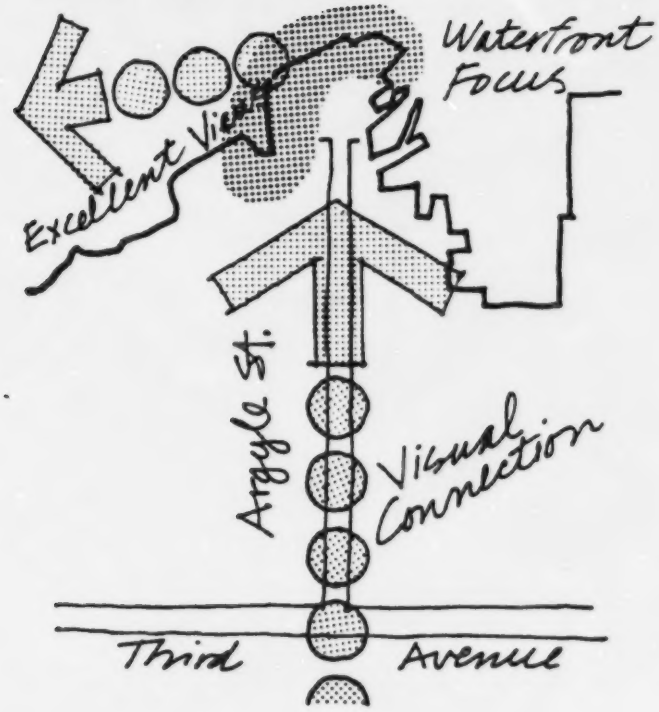


Tsunami floodproofing requirements suggest new development be sited at levels approximating second floor elevations. Certain uses must be located on the ground floor to be economically and functionally feasible:

- retail
- markets
- arts and crafts
- information
- cruise and tour boat facilities
- Lady Rose facilities.

These facilities do not require highly finished 'permanent' space; material loss due to a Tsunami would not be as significant as for other more 'permanent' finished space.

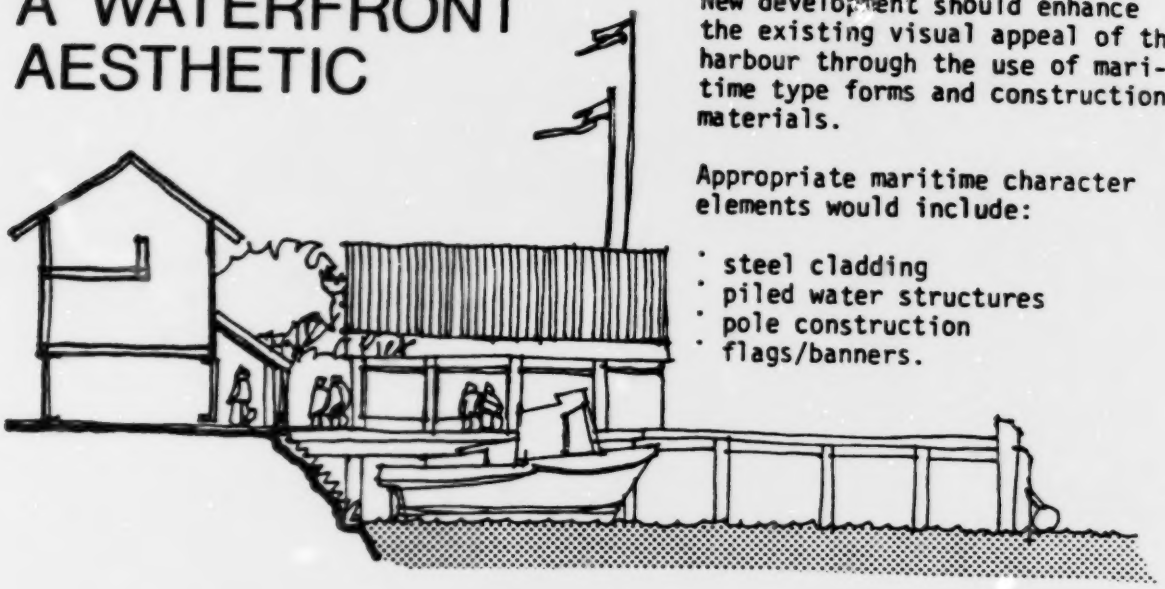
VIEWS



The site has excellent long views south down the inlet. The view west to the opposite shore has been scarred by clearcut logging.

- locate public view points to take advantage of good southerly orientation.
- site buildings at the water's edge to visually create a focus from the 3rd and Argyle commercial area.
- locate public view platforms throughout the working waterfront area.

A WATERFRONT AESTHETIC

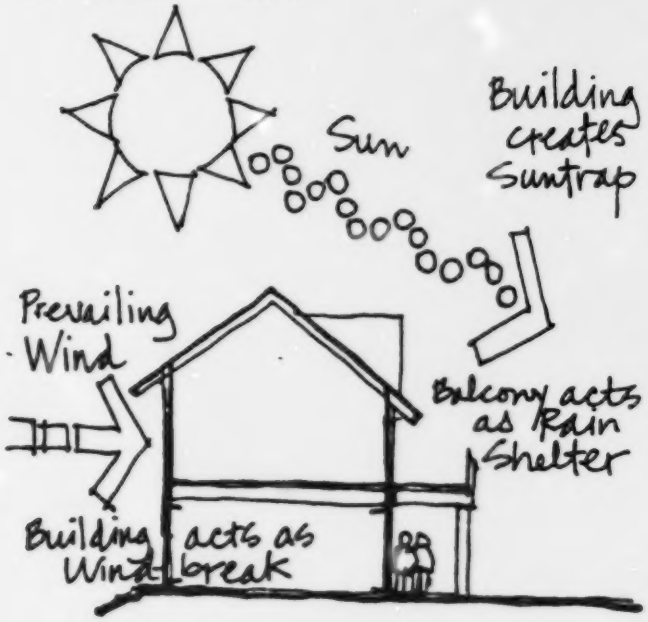


New development should enhance the existing visual appeal of the harbour through the use of maritime type forms and construction materials.

Appropriate maritime character elements would include:

- steel cladding
- piled water structures
- pole construction
- flags/banners.

PEDESTRIAN SHELTER



The site is negatively impacted by wind and rain.

To promote pedestrian use, shelters and covered pathways should be provided.

New buildings and landscaping should be designed and sited to create windbreaks to enhance the pedestrian environment

6.2 DESIGN

The proposed design has 3 parts:

1. Detailed design for recommended initial public sector investment that creates an immediate tourist attraction and opportunities for subsequent private and public sector additions. There are optional ways to achieve some of the objectives of the concept and we anticipate that the design will be refined during funding and working drawings stages.

2. Identification of key potential development sites created by the initial investment, and suggestions for the possible uses of these sites.

3. Design guidelines for some elements of the concept that cannot yet be designed in detail.

6.2.1 Detailed Design for Initial Public Investment

The drawings titled Design Plan, Public Supports, Port Building, Public Access, and Action show the site plan, some structural details, elevations, illustrations showing how the project might look from various ground-level viewpoints and illustrations showing the possible evolution of the site from its present form to a future "build-out".

6.2.2 Key Potential Development Sites

The Design Plan shows development sites that are deliberately created by the initial investment.

This is to maximize the opportunity to attract, and ability to accommodate, additional private sector and public sector involvement. In general, private sector development (such as restaurant, hotel, nautical retail sales) will

probably not happen until (i) the initial tourist attraction has successfully attracted a healthy share of the region's visitors and begins to draw "destination" visitors and (ii) the overall economy improves. Future public sector development will depend on funding availability.

The future development sites are intended to be able to respond to a variety of circumstances. The site for an arts/crafts retailing facility could be for a second restaurant instead. The site shown as a maritime interpretive centre could continue to be a parking area. The re-use of the Shell site is only intended to show an alternative use in case the fuel tanks (which may be a safety concern) are relocated.

6.2.3 Design Guidelines for Other Elements

The foot of Bird Street

This is a tough problem. The present use of the street end for sandblasting is essential to Alberni Engineering, but makes a good viewing area inaccessible and possibly unsafe for pedestrians. We do not think that building a viewing gallery over the sandblasting is a good solution because this would permanently block the view down the street. We suggest trying to move the sandblasting just far enough west (perhaps partially behind Pacific Towing if a reasonable arrangement can be reached) to allow safe passage past the sandblasting to the dock at the end of the street. We want to emphasize that it is worth taking the time to reach a fair settlement; it is not a concern that must be resolved immediately.

The location of the Shay locomotive and the reconstructed sawmill

The Design Plan shows the Shay locomotive operating from a base in the existing train station building, on a new siding that does not cut into existing parking. If this arrangement can be agreed to, we think it is by far the best solution because: it minimizes new track; it uses the train station; it minimizes rail and road traffic conflicts; it helps extend the project closer

to downtown; it creates a "two-pole" attraction with the public market/Port Building at one end and the railroad at the other.

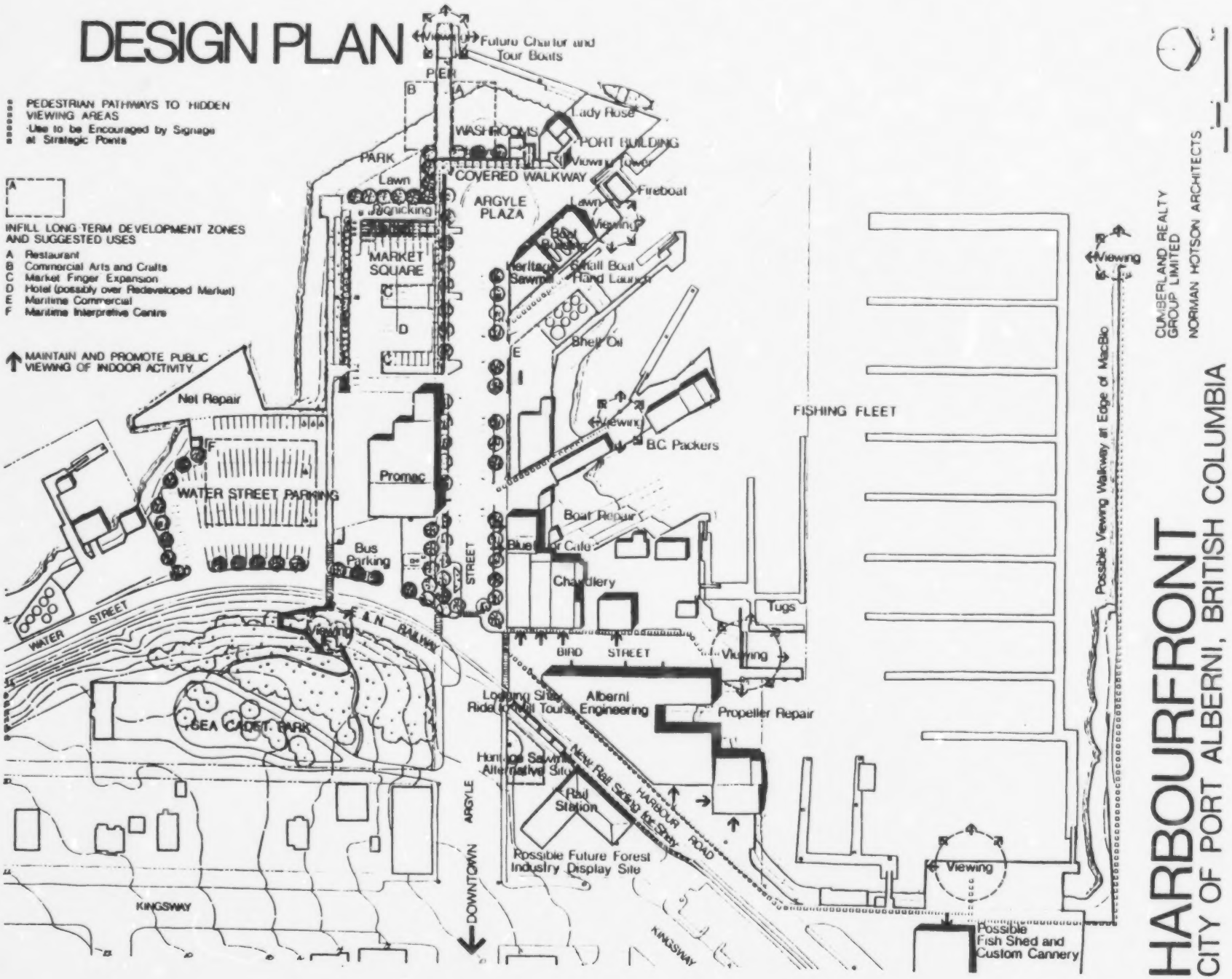
The train station site is also our first choice for exhibiting other logging equipment and for accommodating the reconstructed sawmill. These would combine to create a strong logging attraction.

The fish plant area

A new freezing facility is to be built here. If a custom cannery is ever built, this would be the best area for it, creating a fish processing focal point. We recommend that sales of fresh seafood not be allowed here. The operators should be encouraged to use the public market facility for fish sales.

Changes to existing buildings

The concept plan encourages the retention of all the existing businesses. Some of these could, with minor changes to their premises, become even more interesting to the public. Painting, some new windows, perhaps some modest relocation of some operations to make them more visible could add significantly to the whole concept. While this type of detail cannot be designed at this stage, we recommend that these types of improvements be encouraged as part of implementing the concept.


DESIGN PLAN
PEDESTRIAN PATHWAYS TO HIDDEN VIEWING AREAS
Use to be Encouraged by Signage at Strategic Points
INFILL LONG TERM DEVELOPMENT ZONES AND SUGGESTED USES
A Restaurant
B Commercial Arts and Crafts
C Market Finger Expansion
D Hotel (possibly over Redeveloped Market)
E Maritime Commercial
F Maritime Interpretive Centre
MAINTAIN AND PROMOTE PUBLIC VIEWING OF INDOOR ACTIVITY
Future Charter and Tour Boats
PIER
Lady Rose
WASHROOMS
PORT BUILDING
PARK
COVERED WALKWAY
Lawn
Fireboat
ARGYLE PLAZA
Lawn
Viewing
MARKET SQUARE
Heritage Sawmill
Small Boat Hand Launch
Shell Oil
Net Repair
FISHING FLEET
Viewing
B.C. Packers
Promac
WATER STREET PARKING
Boat Repair
Bus Parking
STREET
Chandlery
Tugs
WATER STREET
E & N RAILWAY
Viewing
BIRD STREET
Viewing
Alberni Engineering
Propeller Repair
SEA CADET PARK
New Rail Siding for Shelly
HARBOUR ROAD
Rail Station
ARGYLE
Possible Future Forest Industry Display Site
DOWNTOWN
KINGSWAY
KINGSWAY
Viewing
Possible Fish Shed and Custom Cannery
Possible Viewing Walkway at Edge of MacBlo
Viewing
CUMBERLAND REALTY GROUP LIMITED
NORMAN HOTSON ARCHITECTS
HARBOURFRONT
CITY OF PORT ALBERNI, BRITISH COLUMBIA

PUBLIC SUPPORTS

MARKET AND WALKWAY

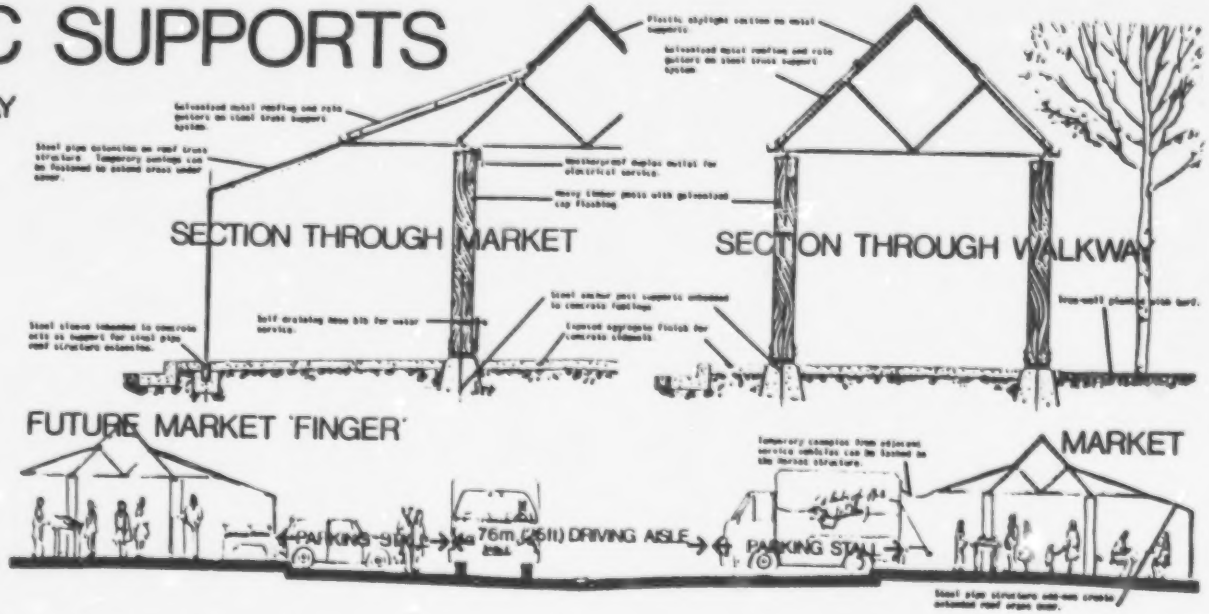
The Public Supports system is a walkway structure that provides shelter for pedestrians in the Harbourfront Development. It is also intended to create the Public Market structure.

The system consists of locally-milled heavy timber posts supporting a metal roof structure with a 'continuous row' of skylights. Pedestrians will be protected from rain and the skylights will ensure that there will be a high level of natural light under the walkway and in the Market areas.

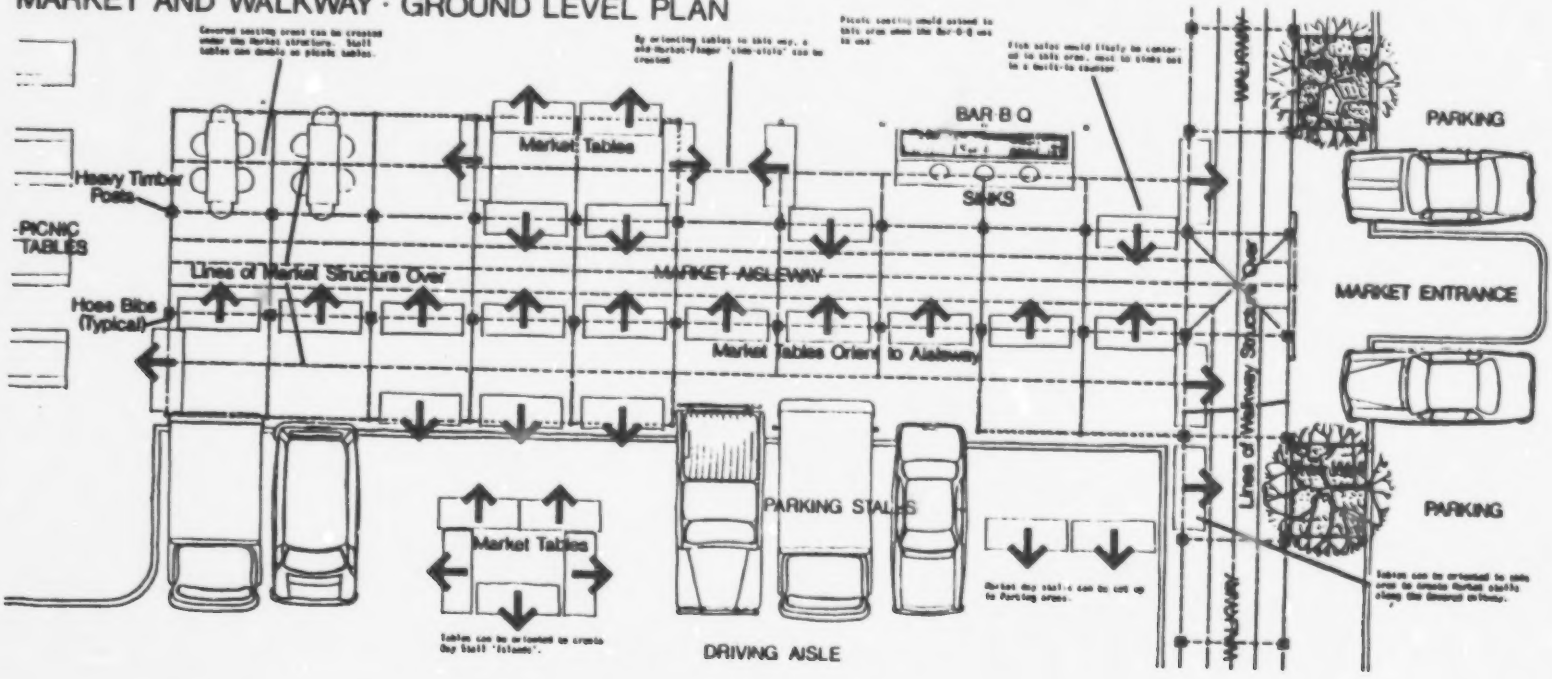
Besides being a market and walkway shelter, the Public Supports system acts as a first stage 'spine' that arranges the open space at the foot of Argyle Street. It defines public use areas and also marks off "infill" areas that are possible sites for future buildings in Harbourfront. These future buildings would 'plug in' to part of the continuous sheltered pedestrian system that the Public Supports create.

The Market portion of the Supports system is arranged to provide maximum flexibility for a variety of market and recreational activities. Fish and handicraft sales, a 'flea' market, and covered eating and sitting areas are seen as typical uses for the Market shelter. Tables are provided so that salespeople can set up market stalls, and sinks and water and electrical services and a Bar-B-Q are provided for the use of entertainers and pedestrians and the public in general.

The Market initially consists of a single 'finger' of shelter structure. Trucks and cars have direct access to the Market finger so that salespeople can have the use of their vehicles adjacent to their market stall. The 'finger' is arranged such that two other Market fingers can be plugged in at a later stage of development in Harbourfront. The placement of these fingers allows for a driving aisle and two rows of vehicle parking between Market fingers.



MARKET AND WALKWAY · GROUND LEVEL PLAN



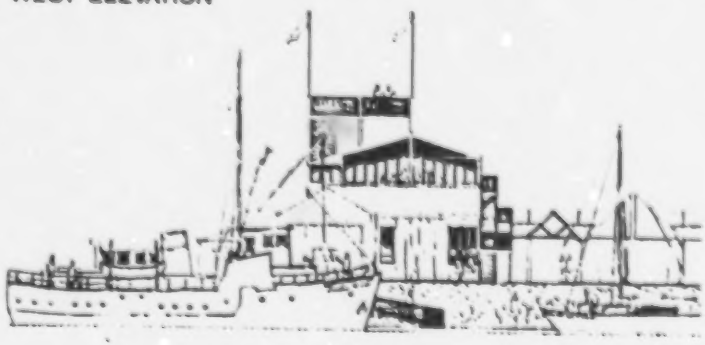
HARBOURFRONT
CITY OF PORT ALBERNI, BRITISH COLUMBIA

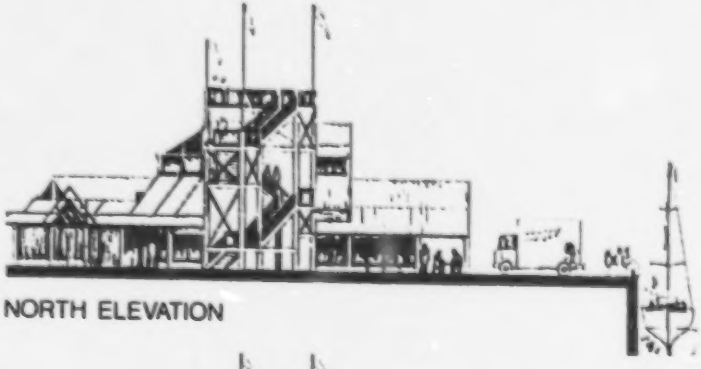
CUMBERLAND REALTY GROUP LIMITED

NORMAN HOTSON ARCHITECTS

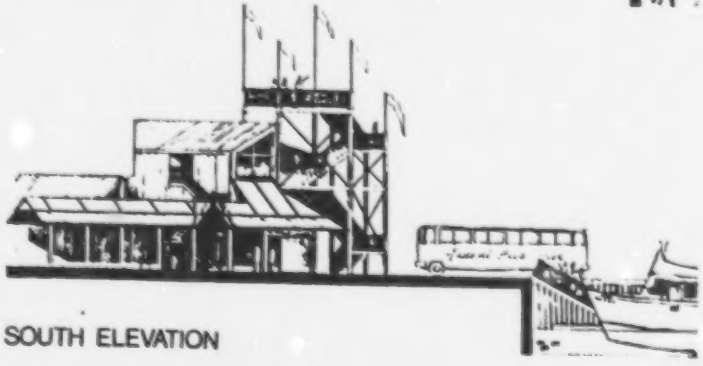
PORT BUILDING

WEST ELEVATION



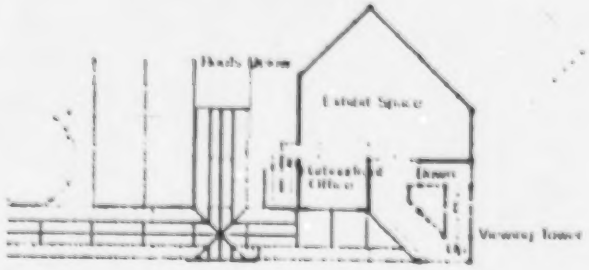


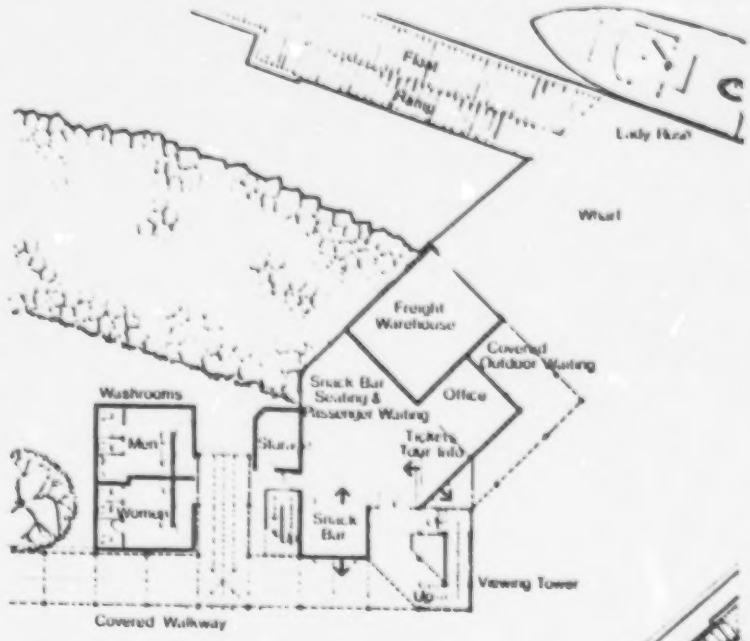
NORTH ELEVATION



SOUTH ELEVATION

SECOND FLOOR PLAN





GROUND FLOOR PLAN

CUMBERLAND REALTY GROUP LIMITED
MORIYAMA HOYSON ARCHITECTS

HARBOURFRONT
CITY OF PORT ALBERNI, BRITISH COLUMBIA

ACTION

1. EXISTING

2. DESIGN SUPPORTS

3. SATURDAY ACTIVITY

4. FUTURE INFILL

HARBOURFRONT

CITY OF PORT ALBERNI, BRITISH COLUMBIA

HARBOURFRONT
Feasibility and Design Study
for a Tourism Project in Port Alberni

The Cumberland Group
Norman Hotson Architects

PUBLIC ACCESS

KEY

HARBOURFRONT

CITY OF PORT ALBERNI, BRITISH COLUMBIA

CUMBERLAND REALTY GROUP LIMITED

NORMAN HOTSON ARCHITECTS

DESIGN PLAN

HARBOURFRONT

CITY OF PORT ALBERNI, BRITISH COLUMBIA

CUMBERLAND REALTY GROUP LIMITED

NORMAN HOTSON ARCHITECTS

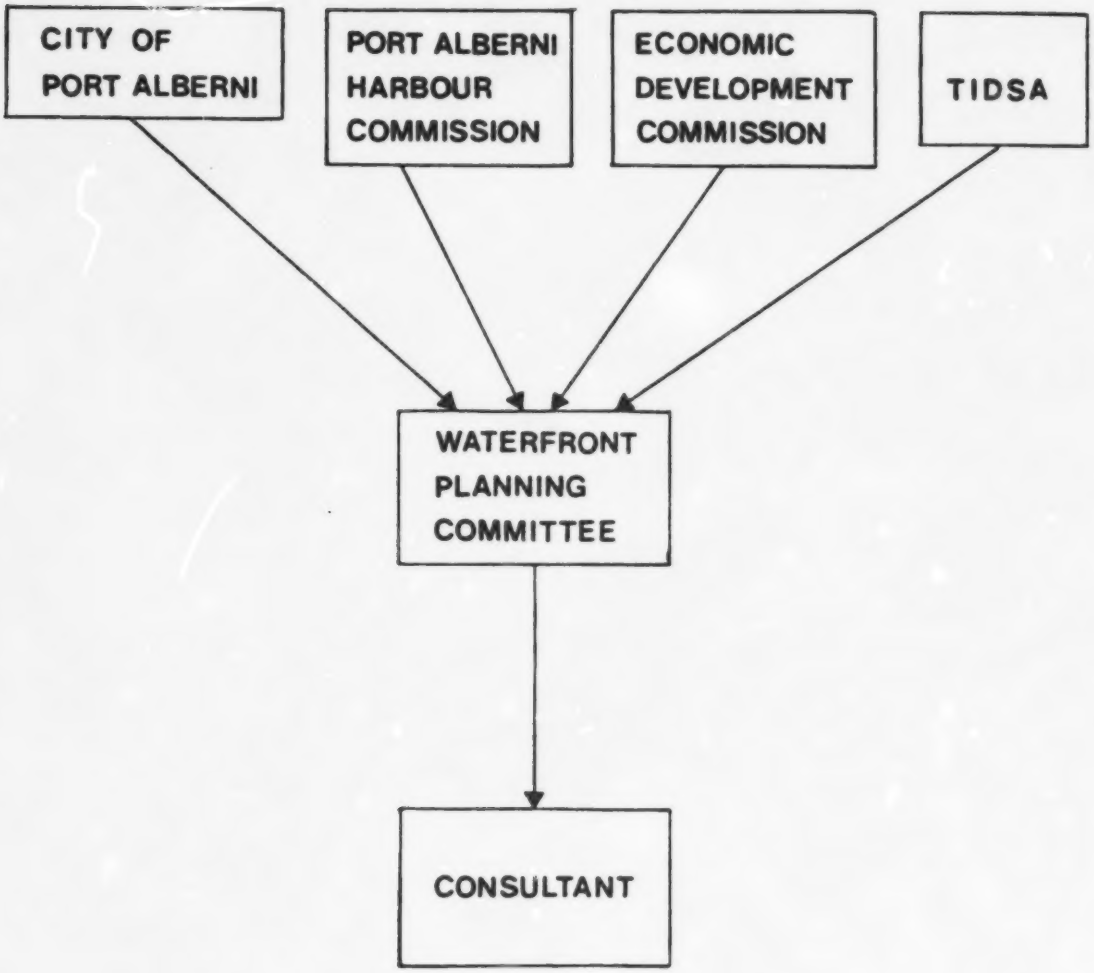
6.3 COST ESTIMATES

Details are in Appendix 5.

Site Improvements		
a)	Groundplane	
1.	Sewers and Water Servicing	$ 76,000
2.	Argyle Street	269,000
3.	Water Street Parking Lot	205,000
4.	The Market Square/Parking Court	97,000
5.	Park and Landscaped Waterfront	115,000
6.	The Pier	66,000
7.	The Float	57,000
8.	Access to Sea Cadet Park	35,000
9.	Graphics	12,000
		$ 932,000
b)	Structures	
1.	Covered Walkway	$ 148,000
2.	Market Structure, Barbeque, Tables	76,000
3.	Port Building and Viewing Tower	206,000
4.	Washroom Building	57,000
5.	Boat Building Shed	105,000
		$ 592,000
Off Site Improvements		
Directional Sign Allowance		$ 40,000
Total Improvements		
Total Hard Costs		$1,564,000
Plus General Contractor's Fee (10% of Hard)		156,000
Sub Total		$1,720,000
Plus Contingency (10% of Hard & Contractor)		172,000
Total Cost of Site and Off Site Improvements		$1,892,000
Fees		
Architectural, Landscape and Engineering (12% of Total Improvement Cost for Full Design and Supervision)		$ 227,000
Total Construction Cost For Harbourfront Development in Mid 1982 Dollars		$2,119,000 (in mid 1982 Dollars)
Total Construction Cost For Harbourfront Development in Dec.1983 dollars assuming 12% annual inflation		$2,512,000 (in Dec.1983 Dollars)

ORGANIZATION AND MANAGEMENT STRUCTURE

1. EXISTING



7.0 IMPLEMENTATION: MANAGMENT/OPERATIONS, MARKETING BUDGET

7.1 MANAGEMENT/OPERATIONS

7.1.1 Management Stucture

The existing management stucture responsible for planning the waterfront project is shown in the opposite diagram. The Planning Committee includes: five representatives of the City of Port Alberni (the Mayor, two Aldermen, the City Manager and the City's Planning Consultant); the Port Manager and one Commissioner from the Port Alberni Harbour Commission, and the Regional Economic Development Commissioner. Representatives of the TIDSA program also participated in steering the project, although not as official members of the Committee.

The tasks to be accomplished by the existing organization include:

- Steering the completion of the final feasibility study.
- Securing support from City council, the Harbour Commission, waterfront businesses, and the general public.

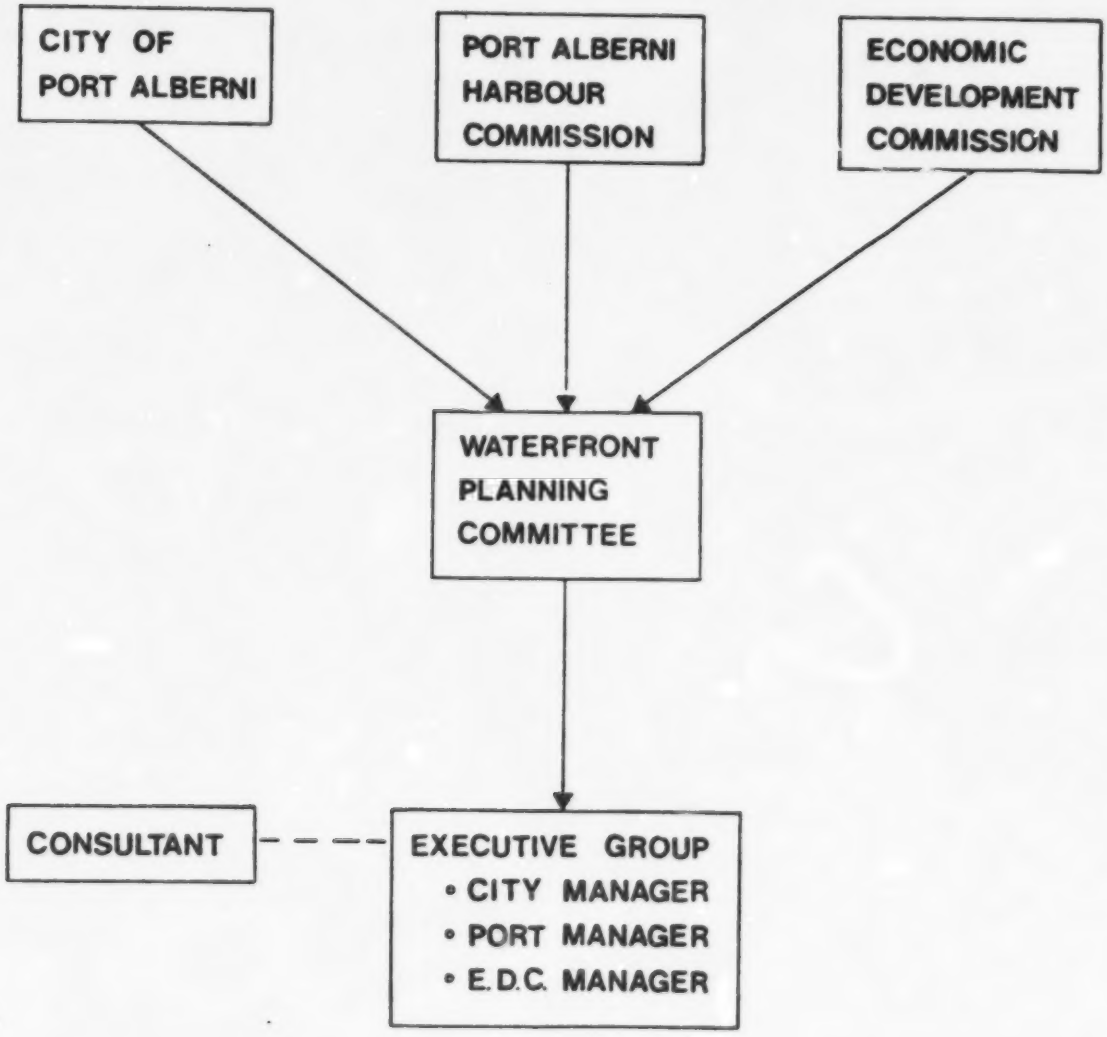
Once these tasks are complete, the management needs of the project will probably shift as it moves through the process of securing funding, fine tuning components of the design, construction and operations. Because the management needs of the project will probably be changing, the management structure should change accordingly.

The next set of management tasks the project will require includes:

- Securing funding sources.
- Continuing to interact with: waterfront businesses, the museum staff regarding the possibility of acquiring parts of a heritage sawmill structure and some of the equipment, and the group

ORGANIZATION AND MANAGEMENT STRUCTURE

2. DURING FINALIZATION OF FUNDING



managing the restoration of the Shay locomotive and other steam equipment.

- Fine-tuning the project plan/design as needed.

- Beginning the process of interaction with the South Port Business Association, the Chamber of Commerce and possibly other groups regarding signing and marketing of Port Alberni and attractions within it. This is discussed in more detail in Section 7.2.

We recommend that these tasks be dealt with by an executive group that is given general guidance by the Waterfront Planning Committee. As shown in diagram 2, we suggest the executive group include the City Manager, the Port Manager and the Regional Economic Development Commissioner. The executive group may want to draw on consultants to help fine-tune the project plan and design and possibly to help develop a coordinated signing and marketing program.

The final group of management tasks includes:

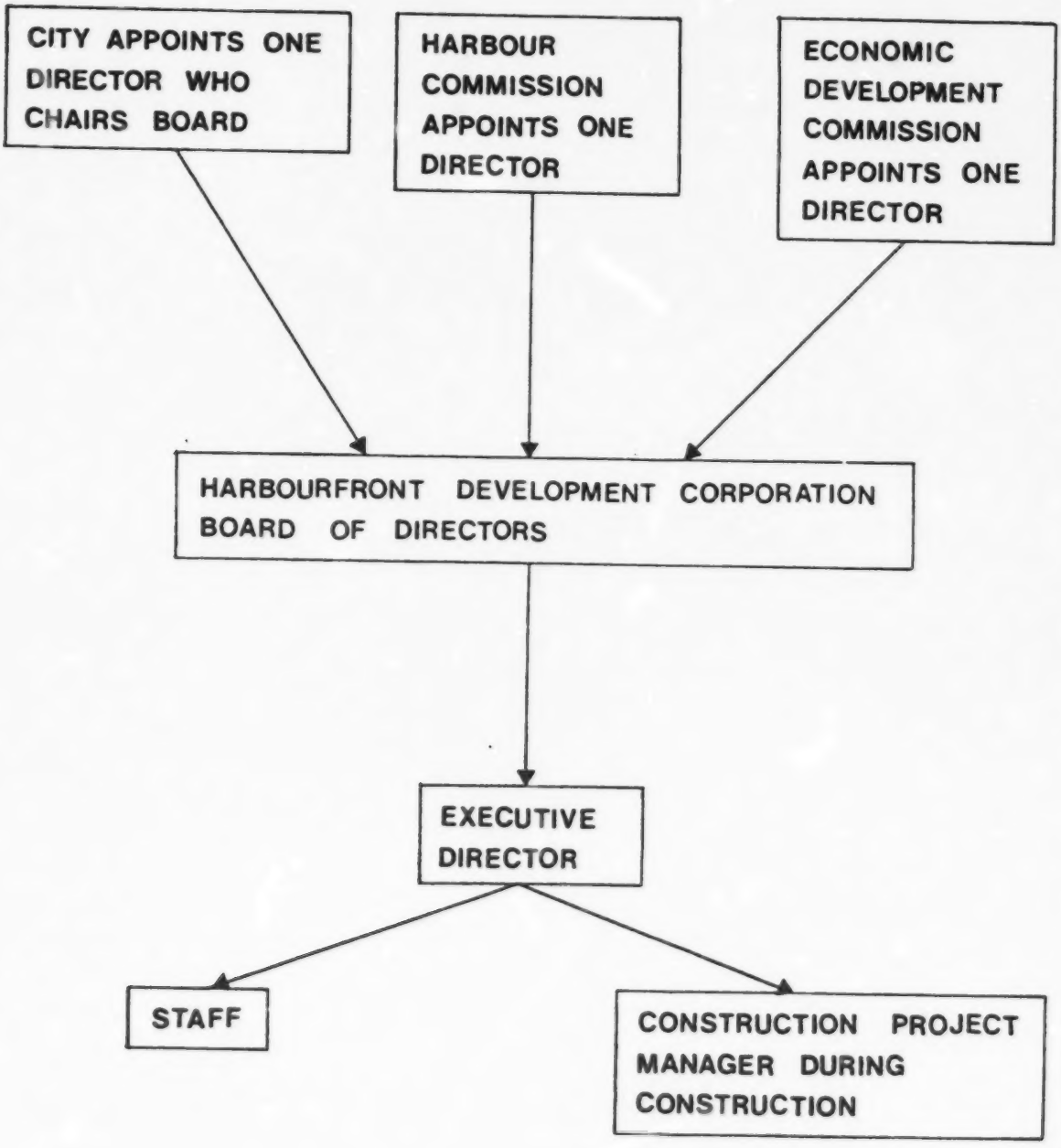
- Implementing and developing the project.

- Operating the project on an ongoing basis. This would include: managing the operation, marketing and funding of the Harbourfront project; developing and implementing a special events program; monitoring visitor statistics; managing future expansion; and possibly managing, or being involved in overall tourism strategy/marketing work on a City wide basis.

At this stage a more permanent organization and management structure should probably be established because not only will the management tasks be more detailed, time consuming and ongoing, but there will be other issues

ORGANIZATION AND MANAGEMENT STRUCTURE

3. DURING CONSTRUCTION AND ONGOING


CITY APPOINTS ONE DIRECTOR WHO CHAIRS BOARD
HARBOUR COMMISSION APPOINTS ONE DIRECTOR
ECONOMIC DEVELOPMENT COMMISSION APPOINTS ONE DIRECTOR
HARBOURFRONT DEVELOPMENT CORPORATION BOARD OF DIRECTORS
EXECUTIVE DIRECTOR
STAFF
CONSTRUCTION PROJECT MANAGER DURING CONSTRUCTION

to deal with including: who owns land and improvements; how is development controlled on private sector sites; and how are potential operating deficits or profits handled.

As a starting point we recommend that a special development corporation be created. We have referred to this corporation as the "Harbourfront Development Corporation", but this is only for convenience. As shown in diagram 3, we suggest that the corporation be guided by a three person board of directors: one director, who would also chair the board, appointed by the City; one director appointed by the Port Alberni Harbour Commission; and one director appointed by the Regional Economic Development Commission. The board of directors should in turn hire an executive director or project manager (it is possible that one of the board members could be the executive director) and the executive director would hire staff as needed. During the project construction phase the executive director will need to hire or act as a construction manager. This corporation should ultimately be responsible to the City of Port Alberni; the City would establish all guidelines for funding the corporation and would be responsible for its finances.

We suggest this arrangement for the following reasons:

1. We think that a single purpose corporation stands a better chance than a committee of successfully steering the project on an ongoing basis.

2. The existence of a single purpose corporation provides a vehicle for dealing with issues like: how should future deficits or surpluses be dealt with?

3. We think the corporation's board of directors should include representatives from the City, the Harbour Commission and the

Economic Development Commission because: the City and the Harbour Commission are the main land owners; all three groups have had a strong role in planning the project; and all three groups are public sector agencies with mandates for being concerned about strengthening the local and regional economies.

4. Small groups tend to be more nimble and efficient in dealing with implementation and operating issues so we think representation on the board of directors should be limited to one representative from each group.

5. We suggest that the City representative chair the board because: the City owns most of the land that the initial stage of the project will be developed on; the City has taken the lead role in guiding the project so far; and the City is the channel through which any future funding programs will probably have to be accessed.

6. We recommend hiring an executive director or project manager because the implementation, construction and operating phases of the project will be time consuming and will require daily management.

7.1.2 Implementation and Operations

In implementing this organization and management structure we suggest the following policies and guidelines:

Personnel Related

- In the interest of project continuity, the appointed board of directors should not be changed often. We suggest that the board of directors be made up of the City Manager, the Port Manager and the Regional Economic Development Commissioner.

- The skills of the executive director should include: experience in developing and implementing marketing strategies, experience in negotiating deals with private sector developers, financial management experience, good communication skills, and some understanding of planning and design principles.

Tenure of Land and Improvements

- There are some land ownership boundaries on the site that could constrain the development; these are small items that create some difficult parcel shapes. We suggest that the City and the Harbour Commission co-operate to rationalize ownership boundaries on site.

- We suggest the part of the site that is owned by the City of Port Alberni be leased to the Harbourfront Development Corporation (H.D.C.) for a nominal fee with the provision that the H.D.C. could sub-lease development sites to the private sector or other groups.

- Phase one improvements included in the project would be owned by the H.D.C. and leased to users.

- For parts of the site owned by the Port Alberni Harbour Commission, any proposed new leases, lease extensions, or new improvements, should be decided in agreement with the H.D.C., but the H.D.C. would not lease land owned by the Harbour Commission. However, we would like to offer this proposal for consideration: the Harbour Commission would pay the H.D.C. a commission (of say 5%) on new leases or extensions of existing leases. This would recognize the marketing function the H.D.C. would be performing.

- Development on privately owned parts of the site should be regulated in accordance with the Harbourfront development concept through zoning and the development permit process.

Operations and Maintenance Funding

- The executive director of the H.D.C. should be responsible for minimizing operations and maintenance deficits or maximizing surpluses by: seeking contributions from other sources; maximizing revenue from H.D.C. leases of space or ground; providing services to operations such as the Lady Rose or charter companies.

- There may be an opportunity to reduce H.D.C. operating expenses by expanding the executive director's terms of reference to include being responsible for marketing or coordinating marketing for the City of Port Alberni as a whole and having the position co-funded by the H.D.C. and other groups that spend money on marketing Port Alberni.

- The City of Port Alberni should be responsible for the maintenance of streets, services and parks on the site, just as it is responsible for maintaining other public facilities in the City.

- We suggest that the Port Alberni Harbour Commission's contribution to operations and maintenance funding could include: paying for the maintenance of harbour related components fo the project (e.g. docks, pier); and as described above, paying a percent commission on new leases and extensions of existing leases.

- We suggest that the City of Port Alberni be responsible for covering any operations and maintenance deficits of the H.D.C. and that the City have ultimate control over the corporation's finances.

Treatment of Potential Surpluses:

Any H.D.C. revenue surpluses could be used for:

- Continued tourism development at the Harbourfront site.

7. If Port Alberni was not mentioned as a destination, do you plan to or did you stop in Port Alberni?

	# of times Mentioned	% of times Mentioned
Yes	53	73
No	18	25
Maybe	2	3
	73	100%

Reasons for stopping:	# of times Mentioned	% of times Mentioned
stop to eat	17	27
stop to purchase groceries	12	19
stop for gas	9	14
visit friends/relatives	1	2
to see Port Alberni	11	17
stop to shop	4	6
to get tourist information	1	2
camera supplies	2	3
to rest	3	5
other	3	5
	63	100%

Reasons for not stopping:	# of times Mentioned	% of times Mentioned
not enough time	5	28
nothing to do in Port Alberni	2	11
no need	2	11
no reason	6	33
just driving through	2	11
Port Alberni is smelly	1	6
	18	100%

8. Which tourist information booths did you stop at?

Location	# of times Mentioned	% of times Mentioned
Info in advance from Tourism B.C.	1	1
International Border at Blaine	3	3
Vancouver	1	1
Victoria	11	9
Nanaimo	1	1
Qualicum Beach	4	3
Port Alberni	1	1
Pacific Rim National Park	10	8
Uclulet	1	1
None	83	69
None (none open)	3	3
None (not easy to stop at P.A.)	1	1
	120	100

Stopped somewhere for info	33	27%
Did not stop for info	87	73%

9. What things have you done or plan to do on this trip?

Activity	# of times Mentioned	% of times Mentioned
outdoor camping	19	11
hiking	29	16
fishing	13	7
boating (charter)	2	1
sightseeing	80	45
Lady Rose (get info or take trip)	4	2
visiting	11	6
relaxing	5	3
walking	3	2
shop	3	2
other	10	6
	179	100%

10. How many times do you think your group will eat in restaurants in this region?

		Number of Meals in Restaurants						
	No Answer	0	1	2	3	4	5	6
Actual								
# Groups	7	72	22	8	2	3	1	1
% of Total Groups	6%	62%	19%	7%	2%	3%	1%	1%
Planned Additional								
# Groups	11	51	22	16	8	6	0	2
% of total Groups	9%	44%	19%	14%	7%	5%	0%	2%

Average number of Meals per group:

actual = 0.62 meals

planned additional = 1.00 meals

Total average number of meals per group = 1.62 meals

11. Have you or do you plan to purchase any groceries or beverages in this region?

	# of Groups	% of Groups
Yes	64	55
No	51	44
No Answer	1	1
	116	100%

If yes, location mentioned:	# of times Mentioned	% of times Mentioned
Port Alberni	31	46
Uclulet/Tofino	23	34
Unsure	9	13
Other	4	6
	67	100%

If no, reasons why not:	# of times Mentioned	% of times Mentioned
Purchased elsewhere	8	89
Day trip so don't need	1	11
	9	100%

12. Have you or do you plan to spend any money on recreation or entertainment in this region?

	# of Groups	% of Groups
Yes	27	23
No	79	68
Unsure	10	9
	116	100%

If yes, location (activity) mentioned:	# of times Mentioned	% of times Mentioned
Port Alberni (canoeing, movies, pubs)	4	15
Lady Rose	8	30
Long Beach (unsure)	4	15
Uclulet (charter fishing)	2	7
Tofino (charter fishing)	3	11
Unsure	6	22
	27	100%

If no, reasons why not:	# of times Mentioned	% of times Mentioned
Lady Rose schedule didn't fit trip plans	1	33
Trip too short	1	33
No small motor boats available for fishing out of Port Alberni	1	33
	3	100%

13. What is your impression of Port Alberni as a place to visit?

a) Visitors who had stayed in Port Alberni this trip or previously. 28 groups (24% of total groups).

Impressions	# of times Mentioned	% of times Mentioned
Great fishing in Barclay Sound	1	2.4
Good fishing at Stamp River/Ash River	1	2.4
Good fishing	1	2.4
Don't hear much so don't know what there is to do	1	2.4
Nice Place/Charming/Quaint/ Very pretty/Beautiful	22	52.4
Smelly if mill is running	4	9.6
Company town, no secondary industry	2	4.8
Lots of history but if hasn't been exploited/ good potential	2	4.8
Wet	1	2.4
Interesting (lumber, fishing)	1	2.4
Didn't leave much impression	1	2.4
Ugly smoke is first impression	1	2.4
Good campground but hard to find	1	2.4
Quiet	1	2.4
Clean	1	2.4
Liked the Lady Rose	1	2.4
	42	100%

b) Visitors who had stopped in Port Alberni during this or a previous trip.

37 groups (32% of total groups).

Impressions	# of times Mentioned	% of times Mentioned
Good fishing	1	1.9
No tourist facilities/nothing to attract tourists/not interesting enough to stay	8	14.8
No impression/not memorable	4	7.4
Nice place/lovely/pleasant/great scenery/clean	16	29.6
Not attractive/needs a face lift	3	5.6
Industrial city (not interested, didn't like it)/smoke stacks	5	9.3
Smelly when mill is running	5	9.3
Wet	1	1.9
People friendly	2	3.7
Interesting/unique/different	2	3.7
Like harbour/boat traffic	2	3.7
On access route to West Coast	3	5.6
Would like to live there	1	1.9
Would not like to live there	1	1.9
	54	100%

c) Visitors who have driven through but not stopped in Port Alberni.
5 groups (4% of total Groups).

Impressions	# of times Mentioned	% of times Mentioned
No impression	3	42.9
No attractions to stop to see	1	14.3
Smelly	2	28.6
Clean	1	14.3
	7	100%

d) Visitors who had never been to or through Port Alberni.
26 groups (22% of total groups).

Impressions	# of times Mentioned	% of times Mentioned
No impression	14	60.9
Just a place to go through on your way somewhere else	3	13.0
Heard it was interesting	1	4.3
Need time if you want to see tours and Lady Rose	1	4.3
Nothing to see	2	8.7
Small	1	4.3
Not interested in seeing lumber industry town	1	4.3
	23	100%

APPENDIX 4: DESIGN ISSUES

Contents

4.1 Access
4.2 Traffic
4.3 Parking
4.4 Rights-of-way
4.5 Utilities
4.6 Soils
4.7 Orientation
4.8 Climate
4.9 Lady Rose Passenger Terminal
4.10 Tsunami

4.1 ACCESS

In Town Access from Highway 4

Access to the site from Highway 4 can occur at two main points. One is at the intersection of Port Alberni Highway (Redford Street) and the other occurs where Johnson Road meets Highway 4 at a right-angled intersection adjacent to the Somass River. Access into town here would be along Victoria Quay and left on a soon-to-be-upgraded Rogers Street leading to Stamp/Third Avenue and thence to the site. (alternatively Stamp/Third Avenue leads into Gertrude Street which meets Johnson Road two blocks east of Victoria Quay.)

The Port Alberni Highway/Redford Road route leads through some miles of forest before the town proper is encountered. In contrast, Johnson Road is itself the main street of the 'Northport' community of Port Alberni.

Local Access to the Site

The site is accessed primarily from the north-east along Kingsway Avenue, and from the east down Argyle Street. Less directly, the site can be reached from the southeast along Harbour Road, although this route is generally used for industrial purposes.

The Kingsway route is the most logical heading into the site from the north along Stamp/Third Avenue. Kingsway keeps to the base of the slope, avoiding the steep climb up the hill at Third Avenue. To bypass the existing dangerous left-turn onto Third from Kingsway created by the hill, the City Engineer is proposing to extend Second Avenue to a newly developed Napier Street. Drivers heading north from the site would then turn left onto Third from Napier. This would work well for vehicles leaving the site.

The route to the site down Argyle Street has the advantage of presenting the driver with a vista of the waterfront and the site as he approaches it.

Argyle Street at Third Avenue can be accessed by means of continuing up the hill on Third Avenue at the Kingsway intersection, or by turning onto Tenth Avenue from Redford Street and then to Argyle. This route also has the advantage of allowing the driver to pass Third Avenue, the prinicipal shopping street in the area.

4.2 TRAFFIC

Traffic in the immediate vicinity of the site is generally industrial in nature. During the day there are frequent truck trips along Harbour Road to and from the various mill sites and serving the other industries in the area. Harbour Road in fact is an industrial right-of-way under the jurisdiction of the Harbour Commission, and non-authorized vehicles use it at their own risk. Harbour Road is controlled at Argyle Street with stop signs.

There is also a good deal of commuter traffic in the area. Fishermen and waterfront industrial workers drive to work and park their cars in the area, mostly on Argyle Street or in the recently completed parking areas off of Kingsway. Loggers park their vehicles on the site itself near the Lady Rose berth, where they catch a boat to logging work sites.

The site is also impacted by rail traffic. Two trains per day pass by the site serving waterfront industry. Signalmen ride on the train to watch for vehicles and pedestrians and prevent mishap. There are rail-crossing signs at Argyle where the E & N Rail-line crosses the street.

In summer, the traffic is augmented by increased tourist traffic. As many as 50 vehicles and 2 tour buses will arrive bringing Lady Rose passengers.

Finally, there are always a number of casual visitors who come to the site in their cars attracted by the view of the inlet or by the interest of the harbourfront scene.

RECOMMENDATION

1. TRAFFIC CONTROLS APPEAR TO BE ADEQUATE IN THE AREA INCLUDING THE INFORMALITY OF THE RAIL CROSSING.

4.3 PARKING

The two newly completed, attractively landscaped parking areas off of Kingsway have a capacity of 120 cars, 60 per lot. They are primarily used by waterfront workers at present, but would also accommodate visitor parking to the new Harbourfront development.

There is also a good deal of on-street parking capacity on Argyle Street, which owing to its 100 foot width, allows for 90 degree or angle-parking. Capacity could be increased if parking stall lines were to be painted on the street to tighten up the parking configuration.

The empty landfilled site at the foot of Argyle is also used as a parking area, mostly by waterfront workers and by loggers who commute by boat down the inlet. Typical weekday parking is currently in the order of 40 to 50 cars.

In summer, as many as 50 more cars would park at the foot of Argyle, because of day-trip passenger traffic on the Lady Rose. Additionally, 2 tour buses serving Lady Rose passengers could be expected to park in the area.

A rough estimate then would be that on peak summer days, as many as 125 to 150 cars might conceivably park on the foot of Argyle site to the west of Harbour Road under present conditions. If the site were to be fully developed as per long-range plans, these cars would have to be accommodated elsewhere or additional parking provided. Some of them could be parked in the new lots off Kingsway, but it appears that another new lot would have to be constructed. One site with excellent potential as a parking area is the area between the Promac Building and Harbour Road on the Water Street road allowance and on the sewer easement to the west. As utilities in the area preclude building, the area could be used appropriately as a parking zone.

RECOMMENDATIONS

1. ENCOURAGE THE RELOCATION OF WORKERS PARKING, OFF-SITE.

2. ASSESS PARKING NEEDS OF FUTURE LAND USES AND REDESIGN THE PARKING ON-SITE TO ACCOMMODATE TOTAL DEMAND.

4.4 RIGHTS-OF-WAY

Rights-of-way that impact the site include the following:

Harbour Road

This is an industrial service road which unauthorized vehicles use at their own risk.

East and west of Argyle Street there are existing structures which are sited directly adjacent to the Harbour Road right-or-way. Pedestrian presence in these areas, next to the Alberni Engineering Works and to the west the Imperial Fuel Tanks, is dangerous especially when heavy trucks use the right-of-way. Any pedestrian routes on site should be designed to allow access but also to respect any safety concerns.

E & N Rail Right-of-Way

The rail right-of-way is owned by the CPR and trains serving waterfront industry use it, generally speaking, two times per day.

Signalmen on the trains watch for potential safety problems when vehicles or pedestrians are in the vicinity of trains.

The right-of-way follows the alignment of Harbour Road in the area of the site.

Water Street

This right-of-way branches south off Argyle Street directly east of the Promac Industries building to connect with Harbour Road. A major sewer line runs under the Water Street right-of-way and power poles located in the right-of-way carry overhead electrical lines.

The Water Street right-of-way, the Argyle Street right-of-way and the Promac building nearly surround an approximately triangular area that cannot be developed because of the location of services and so should be considered as a possible parking area.

RECOMMENDATIONS

1. RESPECT ALL EXISTING RIGHTS-OF-WAY IN NEW DEVELOPMENT.

2. USE EAST SIDE OF HARBOUR ROAD AS THE PREFERRED ROUTE FOR ANY PEDESTRIANS USING THE HARBOUR ROAD.

4.5 UTILITIES

Water

The foot of Argyle site is served by 6 inch water main, which connects up Argyle Street. With new uses, a larger main would be needed.

Sewer and Storm Water

A pump station at the intersection of Water and Argyle Streets connects an 18 inch gravity interceptor under Water Street with an 18 inch force main which flows east on Argyle and north on Kingsway.

An underground diversion structure next to the pump station connects an older 42 inch sewer line from the northeast, and another 24 inch and a 6 inch sanitary line from the east, with the pump station and hence the force main. The system is combined storm and sanitary. Its capacity is three times the dry weather flow. An overflow outfall is located at the foot of Argyle next to the Lady Rose berth.

New development would connect into the trunk system at the pump station via a lateral.

Electrical

Existing electrical serves local industry and the Lady Rose berth. there is an electrical service shed located between that berth and the Shell Oil dock. New development would require an expansion of the existing service.

RECOMMENDATIONS

1. WATER SERVICE WILL REQUIRE UPGRADING.

2. STORM & SANITARY SERVICES HAVE CAPACITY TO ACCOMMODATE NEW DEVELOPMENT, BUT WILL REQUIRE EXTENSIONS ONTO THE SITE.

3. ELECTRICAL SERVICE IS NEARBY BUT WILL REQUIRE ON SITE KIOSKS AND UNDERGROUND LINES SIZED TO ACCOMMODATE THE NEW USES.

4.6 SOILS

The site is primarily landfill set behind a rip-rap embankment with a slope of approximately 1 in 3.

The landfill is essentially harbour dredgings and fill from City construction sites. The material is generally good, but also includes broken concrete material from City sidewalks. This might prove problemmatic if a pile were to encounter a piece of such rubble when it was being driven.

The harbour bottom under the fill consists of a conglomerate-like crust on bedrock material. When piles are being driven, this crust has often refused piles owing to bedrock being close to the surface. When the Department of Public Works was placing the sheet pilings for the Lady Rose dock, refusal was encountered at a depth of 25 to 30 feet.

RECOMMENDATION

A GEOTECHNICAL REPORT SHOULD BE CARRIED OUT AS SOON AS PRELIMINARY SITINGS FOR BUILDINGS ARE KNOWN. DESIGN DEVELOPMENT SHOULD NOT PROCEED WITHOUT SUCH GEOTECHNICAL INFORMATION.

4.7 ORIENTATION

The site at the foot of Argyle Street orients to the west across Alberni Inlet to the far shore and hills beyond. A large site for dry land log sorting exists on the slope directly opposite the site, detracting from the view potential in this direction.

To the immediate north of the site is the working harbour of fishboats and marine-oriented industry that lends the area much of its character. The harbour is in the lee of wind and wave action, and the water surface as generally calm. Beyond the harbour is the lumber storage area of the MacMillan Bloedel Somass Division Lumber Mill.

South of the site is open water, with excellent views down the inlet of deep sea shipping and mill activity set against a natural backdrop. Owing to the frequent presence of strong prevailing winds from the south, the site is often windswept and open to inclement weather.

To the east of the site rises the hill and the Southport Centre of Port Alberni. Argyle Street, a commercial thoroughfare with a broad 100 foot width, climbs this hill and affords good views of the site from higher vantages. Sea Cadet Park, to the south of Argyle and directly east of the site, is a strong visual presence with its mature Douglas Firs towering high above the adjacent landscape. North of Argyle, the terrain is less steep, meeting the flatlands adjacent to the harbourfront area.

The site offers good views to the south, down the inlet. The site also offers good views north into the working harbour. However, the best views and the south sun are in the face of strong southerly prevailing winds.

RECOMMENDATION

THE SUNNY, SOUTH VIEW AREAS OF THE SITE SHOULD BE DEVELOPED AND PROTECTED WITH WINDREAKS OF SOME VARIETY TO MAXIMIZE PUBLIC USE OF THIS ORIENTATION.

4.8 CLIMATE

Rainfall

Average rainfall on a 10 year average peaks at 302.7 mm in December with a low of 28.1 mm in the month of July. The annual average is 1,210 mm. Rain showers can be a frequent phenomenon, often occurring in continuous squalls. Pedestrian protection would be desirable.

Snow

Average snowfall peaks at 58.9 cm in January with no snow between the months of May through October. The yearly average is 158.2 cm.

Sunshine

A low of 21.1 hours is average for the month of December with a high of 263.1 hours in July. The annual average is 1,581 hours.

Wind

Winds prevail from the northwest quadrant in the winter months of October through February and from the south to southsoutheast direction in March through September. Wind-borne effluent from local mills is generally problemmatic in winter, when the wind blows from the northwest. However, this does not coincide with the summer tourist season. In general though, strong winds from the south will detract from the amenity of the site, making it windswept and uncomfortable for tourists. In late summer on warm days, for example, the late afternoon wind from the south on the inlet can get very strong, blowing in gusts of 30 to 40 knots. Besides pedestrian discomfort, wind from the south also creates wave action in the inlet that is dangerous for small boats or boat launching on windward shores. Water conditions are especially bad when outgoing tides meet incoming wind waves.

Fog

Fog occurs periodically between late August and the middle of October. The fog can be quite thick in the morning but usually blows off by the afternoon.

RECOMMENDATION

PROTECT OUTDOOR AREAS FROM WIND WITH PROVISION FOR RAIN COVER ALONG MAJOR PEDESTIAN ROUTES WHERE FEASIBLE.

4.9 LADY ROSE PASSENGER TERMINAL

Many sources indicate that the existing Lady Rose passenger and freight facility is inadequate, although the ship berth itself, recently constructed at a cost of $300,000, is well-located in the lee of the prevailing southerly wind.

Passenger amenities are needed however. At present there are no washrooms and no waiting area is provided. Also freight handling and storage areas are under-sizes.

RECOMMENDATION

A NEW TERMINAL SHOULD BE PROVIDED THAT INCLUDES FACILITIES FOR WAITING, WASHROOMS, FREIGHT STORAGE AND HANDLING, PASSENGER TICKETS AND INFORMATION, AND A SNACK BAR OR COFFEE SHOP.

4.10 TSUNAMI

Port Alberni is unique in that it is an inland city, but situated at the head of a long fjord. Owing to this, and to the configuration of Barkley Sound, Port Alberni is affected by the Tsunami, a tidal wave phenomenon. In Port Alberni the Tsunami will act like an accelerated tide which rises high above the highest high tide level.

While government regulations regarding Tsunami flood-proofing requirements have not yet been set, preliminary indications are that floor elevations of buildings in the flood zone areas should be constructed at a level of 8.0 m above geodetic datum.

What this points to is that 'permanent' facilities, involving significant property investment, should be located at a second level or higher. This second level would have to be supported on a structural framework and elevated off of the ground plane. The structural framework could be made to accommodate more flexible, 'transient' space such as workshops or market areas, where the capital cost investment is not as high.

This approach would be coincident with the provincial government's approach towards protection for flood loss. Buildings are not made 'flood-proof' necessarily, but are designed 'damage-resistant'. The emphasis is on the ease of rehabilitation after flooding disaster rather than on expensive flood-proofing in the first case.

RECOMMENDATION

PERMANENT FACILITIES OF HIGHER INVESTMENT SHOULD BE RAISED WITH TRANSIENT SPACE ON GRADE. THE GROUND FLOOR CAN ALSO BE MADE MORE 'POROUS' WITH AN OPEN STRUCTURE AND MINIMAL WALL ENCLOSURE ALLOWING THE TSUNAMI TO SUBSIDE WITH MINIMAL DAMAGE.

APPENDIX 5:

DETAILED DESIGN SPECIFICATIONS
AND COST ESTIMATES

PORT ALBERNI HARBOURFRONT

COST ANALYSIS - DETAILED BREAKDOWN		QUANTITY	UNIT PRICE	COST
1.0	OFF SITE IMPROVEMENTS			
	Directional Signage Allowance			
	1. Major identification points on Highway #4	2	Allow	40,000
	2. Secondary identification on directional points on City streets	6		
	Sub-total Off Site Improvements			40,000
2.0	SITE IMPROVEMENTS			
2.1	GROUND PLANE			
2.1 (i)	Sewers and Water Servicing			
	1. Water line (includes 3 hydrants)	155 m of 200 m pipe	Allow	23,250
	2. Sanitary sewer	160 m of 200 m pipe	Allow	53,000
	3. Storm sewer	100 m of 300 m pipe		
	Sub-total Sewers and Water Servicing			76,250
2.1 (ii)	The Park/Landscaped Waterfront			
	1. Site Preparation	2180 m2	5.00	10,900
	2. Excavation, backfilling for trenches	120 m	12.00	1,440
	3. Concrete paving - exposed aggregate	240 m2	40.00	9,600
	4. Decking (boardwalk, viewpoint)	375 m2	75.00	28,125
	5. Railings (steel including paint)	49 m	90.00	4,410
	6. Trees (large)	12	700.00	8,400
	7. Trees (smaller) - poplars for windbreak	28	350.00	9,800

...2.

	QUANTITY	UNIT PRICE	COST
8. Shrubs and groundcover	240	35.00	8,400
9. Grass (including topsoil)	1206 m2	7.50	9,045
10. Benches	7	600.00	4,200
11. Tables - picnic	17	1000.00	17,000
12. Trash receptacles	3	500.00	1,500
13. Lighting	3	400.00	1,200
14. Electrical conduit	120 m	5.00	600
Sub-total The Park/Landscaped Waterfront			114,620
2.1 (iii) Water Street Parking Lot			
1. Site preparation (clear debris, rough grading)	5040 m2	5.00	25,200
2. Excavation, backfilling for trenches	285 m2	12.00	3,420
3. Sub-base	4150 m2	5.00	20,750
4. Asphalt paving	4150 m2	25.00	103,750
5. Concrete paving	183 m2	40.00	7,320
6. Curbs or concrete strips	218 m	20.00	4,360
7. Decking (boardwalk, viewpoint)	90 m	75.00	6,750
8. Railings (steel including paint)	30 m	90.00	2,700
9. Street trees (large)	16	700.00	11,200
10. Grass (including topsoil)	250	7.50	3,375
11. Hose bibs/water connections	3	100.00	300
12. Lighting	9	400.00	3,600
13. Electrical conduit	285 m	5.00	1,425
14. Paint		Allow	1,500
15. Concrete reinforcing retaining wall	60 m2	150.00	9,000
Sub-total Water Street Parking Lot			204,650

		QUANTITY	UNIT PRICE	COST
2.1 (iv)	Argyle Street Improvements (West of Bird Street)			
	1. Saw cut pavement	32 m	10.00	320
	2. Demolition of existing pavement	2250 m2	3.00	6,750
	3. Demolition of existint concrete curb	62 m2	30.00	1,860
	4. Excavation, backfilling for trenches	315 m	12.00	3,600
	5. Sub-base	4513 m2	5.00	22,565
	6. Asphalt paving	4346 m2	25.00	108,650
	7. Concrete paving, 6" broom finish	167 m2	30.00	5,010
	8. Exposed aggregate concrete paving	1515 m2	40.00	60,600
	9. Curbs or concrete strips	440	20.00	8,800
	10. Street trees (large)	42	700.00	29,400
	11. Shrubs and groundcovers	34	35.00	1,190
	12. Grass (including topsoil)	1400 m2	7.50	10,500
	13. Trash receptacles	5	500.00	2,500
	14. Hose bibs/water connections	3	100.00	300
	15. Lighting	7	400.00	2,800
	16. Electrical conduit	165 m	5.00	825
	17. Painting (parking, crosswalks)		Allow	2,500
	18. Make good any damaged surfaces		Allow	1,000
	Sub-total Argyle Street Improvements			269,170
2.1 (v)	The Market/Parking Lot (Groundplane Only)			
	1. Site preparation, (clear debris, rough grading)	2278 m2	5.00	11,390
	2. Excavation, backfilling for trenches	170 m	12.00	2,040
	3. Sub-base	1900 m2	5.00	9,500

		QUANTITY	UNIT PRICE	COST
	4. Asphalt paving	1900 m2	25.00	47,500
	5. Concrete paving exposed aggregate	330 m2	40.00	13,200
	6. Curbs of concrete strips	195 m2	20.00	3,900
	7. Decking (boardwalk, viewpoint)	27 m2	75.00	2,025
	8. Trash receptacles	5	500.00	2,500
	9. Drinking fountains	1	700.00	700
	10. Hose bibs/water connections	3	100.00	300
	11. Lighting	5	400.00	2,000
	12. Electrical conduit	127 m	5.00	625
	13. Painting (parking, crosswalk)		Allow	500
	Sub-total Market/Parking Lot			96,190
2.1 (iv)	The Pier			
	1. Decking (boardwalk, viewpoint)	306 m2	120.00	36,720
	2. Railings (wood)	108 m	60.00	6,480
	3. Lighting and electrical conduit		Allow	2,000
	4. Pilings (6m o.c., 1.5 - 1.8m o.c.)	32	300.00	9,600
	5. Miscellaneous concrete (buttress, piers, etc.)		Allow	3,000
	6. Gazebo	36 m2	200.00	7,200
	7. Logs and cable (breakwater)	10	100.00	1,000
	Sub-total Pier			66,000
2.1 (vii)	The Float			
	1. Hose bibs/water connections/water line		Allow	1,000
	2. Lighting and electrical conduit		Allow	1,500
	3. Float (deck, styrofoam or tires)	210 m	200.00	42,000
	4. Pilings	8	300.00	2,400
	5. Ramps (steel or aluminum)	2	5000.00	10,000
	Sub-total Float			56,900

		QUANTITY	UNIT PRICE	COST
2.1 (viii)	Sea Cadet Park Improvements			
	1. Site preparation (cle debris, rough grading)	300 m2	5.00	1,500
	2. Sub-base - crushed gravel walk	220 m2	5.00	1,100
	3. Decking (boardwalk, viewpoint)	61 m2	75.00	4,575
	4. Railings (wood)	57 m	60.00	3,420
	5. Tables	12	1000.00	12,000
	6. Painting (parking, crosswalks)		Allow	1,000
	7. Selectively cut trees	10	200.00	2,000
	8. RR ties steps installed	140	35.00	4,900
	9. Grading - cutting path into slope	30 m2	40.00	1,200
	10. Extra posts and piers under deck		Allow	3,000
	Sub-total Sea Cadet Park Improvements			34,695
2.1 (ix)	Graphics			
	1. Graphics, on-site directional signage		Allow	12,000
	Sub-total Graphics			12,000
2.2	PUBLIC STRUCTURES			
2.2 (i)	Covered Walkway			
	141 m @ $1,050/m. Metal roofing with continuous skylights on a steel struss roof system supported on a 3m x 3m structural module of heavy timber posts.		Allow	148,050
	Sub-total Covered Walkway			148,050
2.2 (ii)	Market Structure			
	1. Metal roofing with continuous skylights on structure as per covered walkway. 180 m2 of roofed area @ $350/m2		Allow	63,000

...6.

		QUANTITY	UNIT PRICE	COST
	2. Steel pipe extensions on the market structure will create a further 20 m of potentially roofable area		Allow	5,000
	3. 10 self-draining hose bibs in market area		Allow	1,000
	4. 20 weatherproof duplex eclectrical outlets 3 stainless steel sinks Built in Bar-B-Q 40 market stables		Allow	7,500
	Sub-total Market Structure			76,500
2.2 (iii)	Port Building and Viewing Tower			
	Level 1:			
	1. Snack bar, tours information and tickets, passenger waiting and eating area.	100 m	800.00	80,000
	2. Freight warehouse	45 m2	500.00	22,500
	3. Market table and harbourfront storage	12 m2	500.00	6,000
	4. Towers and stairs	31.5 m2	250.00	7,875
	5. Covered outdoor waiting	34 m2	150.00	5,100
	Level 2:			
	1. Exhibits display area	68 m2	800.00	54,400
	2. Office area	18 m2	800.00	14,400
	3. Tower and stairs	31.5 m2	250.00	7,875
	Sub-total Port Building and Viewing Tower			205,275
2.2 (iv)	Washroom Building			
	Masonry construction, heavy timber roof structure with steel roofing.	52 m2	800.00	41,600
	Mens: 2 sinks, 2 WC's, 2 urinals Womens: 2 sinks, 3 WC's		Allow	15,000
	Sub-total Washroom Building			56,600

		QUANTITY	UNIT PRICE	COST
2.2 (v)	Boat Building Shed			
	Heavy timber structure with truss roof structure. Metal roofing and wall cladding. Open steel mesh on frame for secure but viewable space.	300 m2	350.00	105,000
	Sub-total Boat Building Shed			105,000

3.0 FEES

Fees for architectural, engineering and landscape design, documentation and construction supervision are estimated to be 12% of total cost of the work.

This reflects an order of magnitude for a job such as Harbourfront, where design and documentation work is extensive in relation to the comparatively low cost of the nature of the sitework undertaken.

4.0 FUTURE PHASES - For Reference Only

The following are areas of proposed building 'footprints' for identified infill parcels in Harbourfront to be developed by either pricate or public sectors:

Heritage Sawmill	300 m2
Market 'Fingers'	84 m2
Restaurant	470 m2
Pier Commercial Arts and Crafts	330 m2
Shell Proeprty Maritime Commercial	1200 m2
Hotel (possibly with redeveloped Market)	1750 m2
Logging Interpretive Centre	635 m2
Marine Interpretive Centre	1575 m2

- Building a sinking fund for major repairs or capital improvements.

- Building a contingency fund for "bad" years.

- Improving the marketing of the Harbourfront project and the City of Port Alberni.

- Repaying the City for any operating deficits it has covered.

REGIONAL CONTEXT

HARBOURFRONT
CITY OF PORT ALBERNI, BRITISH COLUMBIA

CUMBERLAND REALTY GROUP LIMITED

NORMAN HOTSON ARCHITECTS

7.2 MARKETING

This section recommends the basic framework of a marketing program for the Harbourfront project.

In the initial stages, while the primary market is tourists on their way to the Pacific Rim, the marketing message should stress the diversity of the project and stress that there is no required length of stay to see or do something at the project.

The key elements of the marketing program should include:

1. A strong brochure presence in key tourist information booths. Based on our survey of visitors, we suggest that Vancouver, Victoria and the B.C. Ferries are the most important information locations. We note that there may be an opportunity here to create a brochure that markets Port Alberni as well as the Harbourfront Project.

2. Maximizing free media coverage by having the Harbourfront project featured in publications like Beautiful B.C.

3. A strong campaign directed specifically at Pacific Rim visitors. This might involve preparing and distributing a "goodie bag" that includes things like discount coupons and "Harbourfront" buttons. Again, there would be a good opportunity to prepare a package that markets the whole City and the Harbourfront project.

4. A road signing strategy that gets visitors to Port Alberni and then directs them to specific attractions including: the Harbourfront project; shopping areas; the campground; and the museum. The Regional Context drawing shows key spots where there should be road signs directing tourists to Port Alberni. The City Access

CITY ACCESS

DIRECTIONAL SIGNAGE TO HARBOURFRONT

HARBOURFRONT

CITY OF PORT ALBERNI, BRITISH COLUMBIA

CUMBERLAND REALTY GROUP LIMITED

NORMAN HOTSON ARCHITECTS

drawing shows important intersections in the City where there should be road signs directing tourists to the Harbourfront project.

5. A special events program. Harbourfront will be a more exciting place if special events occur often. Events could include: performances by local or travelling theatre groups or musicians; temporary exhibits; active displays like totem pole carving and fire boat practices; the annual salmon barbecue; regular Friday evening barbecues; and others. This would probably result in continuous press coverage.

6. A systematic campaign directed at operators of group tours. All companies that operate tours in B.C. or who might expand into B.C. should be made aware of Port Alberni and the Harbourfront project. Tour operators should also be contacted directly for information like:

   - number and seasonality of tours into the region.
   - interest in increasing the number of tours and in stopping in Port Alberni.
   - required facilities at tour destination.

   Tour operations that had not considered Port Alberni before might be enthused if they learn special events can be arranged to coordinate with the arrival of the tour.

7.3 ESTIMATED OPERATING BUDGET

The Harbourfront project will go through three broad phases of operation:

- The construction period.

- The period following completion of the initial seed investment in tourism development, but before any additional development (especially from the private sector) is attracted.

- This period could last for a few years, given current economic conditions.

- The period following the development of private sector projects that would pay ground lease revenue to the Harbourfront Development Corporation.

7.3.1 Construction Period

We assume that the only costs during the construction period will be: minor administrative costs (e.g. setting up the Corporation), initial overall project management and construction project management.

Because this stage will involve transferring management from City, Harbour Commission and Economic Development Commission people to Harbourfront Development Corporation people, and because some project management costs will be covered by earnings from investing any grant money, we have not tried to estimate an operating budget for this period.

7.3.2 Initial Phase of Operations

This phase involves running the project more or less as shown in the Design Plan drawing. Categories of revenues and costs likely to be encountered during this phase include:

Revenue Sources

- rent from stalls in the public market
- rent from snack bar
- rent from Lady Rose for warehouse and perhaps office space
- rent from tourism/economic agency that could occupy office space
- commissions from ticket or reservations service provided to cruise, tour or charter boat companies
- moorage fees
- sales of souvenirs and gifts (such as posters, T-shirts, bags, aprons) on the Harbourfront or Harbourfront Market theme.
- grants and donations
- miscellaneous

Operating and Maintenance Costs (not absorbed by other agencies)*

- executive director's salary
- secretary/ticket vendor/reservations agent salary
- other support staff (only during summer peak)
- marketing and promotion
- building and grounds maintenance, including market cleanup
- security

Table 7.3.2 shows a detailed estimate for annual revenues and costs associated with the initial phase of the project. The rationale for each estimate is described, but in some cases the estimates are very rough because of limited information. We think these estimates are in the ballpark, however, and are appropriate for this stage of analysis. The figures show an estimated annual operating deficit of say $35,000 to $40,000 in the initial years.

* We assume that the City pays street and services operations and maintenance costs, the Harbour Commission pays maintenance costs on docks and piers, and that the Harbourfront Development Corporation pays no property tax on improvements it owns or land it leases from the City.

TABLE 7.3.2 ESTIMATED ANNUAL OPERATING BUDGET
INITIAL PHASE OF OPERATIONS
(Before Sublease of Sites to Private Sector)

Detailed Descriptions on Next Page

	Revenues		
R.1.	market stall rentals	$ 6,500	
R.2.	snack bar space rental	1,500	
R.3.	warehouse space rental, Lady Rose	1,500	
R.4.	exhibit space rental	1,000	
R.5.	ticket and reservation commissions	5,000	
R.6.	moorage	1,000	
R.7.	net income from gift/souvenir sales	13,000	
R.8.	office space rental	2,000	
R.9	grants and donations	10,000 + summer staff	
R.10.	miscellaneous	2,500	
R.11	total revenue		$ 44,000
	Costs		
C.1.	executive director salary	$35,000	
C.2.	secretary/ticket and reservations agent salary	15,000	
C.3.	other support staff (during summer peak)	n/c	
C.4.	marketing and promotion	24,000	
C.5.	building and grounds maintenance	8,000	
C.6	security	n/c	
C.7.	total costs		$ 82,000
Net Operating Income (Deficit)			(38,000)

TABLE 7.3.2 CONTINUED

DETAILED REVENUE AND COST DESCRIPTIONS

R.1. Revenue from produce and seafood stalls estimated at minimum of $3,500; in addition, assume that 6 stalls (crafts, second-hand etc.) pay $5 per day over 100 days during summer. Total = $6,500

R.2. Estimated in market analysis section.

R.3. Estimated 450 square feet x $3 per square foot = say $1,500.

R.4. Estimated at 700 square feet x $1.50 per square foot = say $1,000

R.5. Assume total ticket/charter sales booked = $250,000 (of which $200,000 or more is Lady Rose).
Commission = 2%, so revenue = $5,000

R.6. Arbitrary estimate; say $1,000

R.7. Assume 15% of region's visitors come to site. Assume one in ten of these purchases Harbourfront souvenir, at average price of $5, and that cost of sales is 50%. Revenue = (.15)(350,000)(.1)($5)(.5) = $13,125; say $13,000

R.8. Estimated at 200 square feet x $10 per square foot = $2,000

R.9. Assume grants net out any summer staff costs (e.g. student employment programs), plus $10,000 information centre grant.

R.10. Miscellaneous: possibly including rent from canoe/kayak rental company, special events fees, etc.

C.1. Estimated at $35,000, salary and benefits

C.2. $15,000 for salary and benefits

C.3. Nets out from grants (see R.9.)

C.4. Estimated at $2,000 per month x 12 months = $24,000

C.5. Maintenance: enclosed areas at say 3,000 square feet x $2 per square foot per year plus market area at 2,000 square feet x $1 per square foot per year = $8,000.

C.6. Security: assume that a co-operative arrangement is reached between private business, Harbour Commission, and Harbourfront Development Corporation. This, coupled with normal police patrol, results in negligible cost.

7.3.3 Subsequent Operations

The Harbourfront concept creates an opportunity and stimulation for private sector development. the actual timing of private sector investment is tied to the performance of Harbourfront and to overall economic conditions, so it is not possible to predict with any precision when this will happen. We anticipate that 3 to 5 years will be required.

At that time, some changes in the Harbourfront revenue and costs will result, including:

- revenues from the lease of restaurant, hotel or other commercial sites.
- increased revenues from an expanded public market.
- increased commissions from ticket sales and reservation bookings
- increased moorage.
- increased net income from gift and souvenir sales.
- increased miscellaneous revenues.
- additional staff costs.
- additional maintenance cost for expanded market.

By estimating only in 1982 dollars we do not need to include allowances for inflation.

Table 7.3.3 shows the future operating budget for a scenario in which development sites for a restaurant and a motel have been leased; the market has doubled its operations; and revenues from commissions, moorage, souvenir sales and other sources (excluding office and warehouse rentals) have doubled. Note that a doubling over 5 years means an average annual increase of about 15%, which we think it reasonable to expect given that tourism volumes are likely to grow by 3% per year or more and that Harbourfront has an excellent chance of increasing its performance as it becomes well known.

TABLE 7.3.3 ESTIMATED ANNUAL OPERATING BUDGET, AFTER LEASE OF SOME PRIVATE SECTOR DEVELOPMENT SITES

	Revenues		
R.1.	market stall rentals	$13,000	
R.2.	snack bar space rental	3,000	
R.3.	warehouse space rental, Lady Rose	1,500	
R.4.	exhibit space	1,000	
R.5.	ticket and reservations commissions	10,000	
R.6.	moorage	2,000	
R.7.	net income from sovenir/gift sales	26,000	
R.8.	office space rental	2,000	
R.9.	grants and donations	10,000 + summer staff	
R.10.	miscellaneous	5,000	
R.11.	income from ground leases	50,000	
R.12.	total revenue		$123,500
	Costs		
C.1.	executive director salary	35,000	
C.2.	secretary/ticket and reservations agent salary	15,000	
C.3.	other support staff	10,000	
C.4.	marketing and promotion	24,000	
C.5.	building and grounds maintenance	10,000	
C.6.	security	n/c	
C.7.	total costs		94,000
	Net Operating Income		$ 29,500

TABLE 7.3.3 CONTINUED: DETAILED NOTES
NOTE: COMPARE WITH TABLE 7.3.2

R.1. revenue from market stalls doubles

R.2. revenue from snack bar doubles

R.3. same

R.4. same

R.5. doubled

R.6. doubled

R.7. doubled

R.8. same

R.9. same

R.10. doubled

R.11 leased site area = 25,000 square feet. Assume average land value is $25 per square foot, and annual lease revenue is 8% of value. Revenue = $50,000

C.1. same

C.2. same

C.3. add one staff person at $20,000, half-time

C.4. same

C.5. public market portion doubles; new total is $10,000

C.6. same

The estimates show a positive income of near $30,000. This does not include: any revenue from a percentage of new leases of Harbour Commission land; revenue from other development sites that could be leased; or allowance for additional growth in market sales or other revenues.

8.0 ESTIMATED ECONOMIC BENEFITS OF THE HARBOURFRONT TOURIST DEVELOPMENT PROJECT

The final step in evaluating the proposed Harbourfront tourism project is estimating potential direct and indirect benefits that might result from the project. This step is included in the terms of reference for this study because some of the funding for the initial seed phase of the project will probably come from public sector sources. Whereas a private sector investor would only be interested in the profitability of the specific project, public sector investors would probably consider potential direct and indirect benefits that are created by the project.

We have identified three types of benefits that should be considered above and beyond the financial performance of the project. These include:

- increases in employment that are a direct result of the project.
- economic benefits that are an indirect result of the project.
- increased opportunities for private sector investment.

8.1 DIRECT EMPLOYMENT FROM INITIAL PHASE

We estimate that the ongoing employment opportunities created by the initial seed phase of the Harbourfront project could include:

1	professional manager
1	secretarial/information person
1.5	snack bar employees
6	seafood and produce vendors
6	craft and miscellaneous vendors
1-2	summer students

The project will also create employment during construction. We estimate that construction of the initial phase will generate about 20 man-years of employment.

8.2 INDIRECT ECONOMIC BENEFITS OF INITIAL PHASE

There are four main ways that the initial phase of the Harbourfront project can lead to indirect benefits:

- It can increase the basic volume of visitors that come to the region.

- It can increase the average length of time visitors stay in the region.

- It can increase the average daily expenditure that visitors make in the region.

- It can help increase the strength and diversity of the local/ regional economy.

We cannot directly forecast these benefits so we estimate a probable minimum level of potential benefits based on conservative assumptions. We have concentrated on estimating benefits that would probably occur as a result of the initial seed phase of the Harbourfront project.

First, we think it is reasonable that the project could generate an increase in the volume of visitors to the region that is 1% more than it would have been. This would increase the base year volume from about 350,000 people to 353,500 people annually. As the project evolves visitor volumes would increase even more.

Second, the project will probably not have a significant impact on the average length of time visitors stay in the region until it has evolved to the point where it begins to draw a different kind of tourist than is coming to the region now.

TABLE 8.2 CALCULATION OF INDIRECT BENEFITS

	Description of Assumption	Calculation of Total Visitor Expenditure (Visitor Volume x Average Daily Expenditure x Average Length of Stay)	Calculated Total Expenditure	Benefit = Increase Over Current Total
1.	Current	350,000 people x $17.00/day x 3.5 days	$20,825,000	0
2.	Visitor Volume Increases (by 1% over base year)	353,500 people x $17.00/day x 3.5 days	$21,033,250	$208,250
3.	Average Expenditure Increased (by $0.25)	350,000 people x $17.25/day x 3.5 days	$21,131,250	$306,250
4.	Visitor Volume and Average Expenditure Increases	353,500 people x $17.25/day x 3.5 days	$21,342,600	$517,600

Third, we think it is conservative to assume that the overall average daily expenditure per person would increase by $0.25 per person. Visitors will probably not spend more on accommodation as a result of the initial phase of the project so additonal expenditures will be due to puchases of things like extra gas, food and souvenirs. The existing average daily expenditure (1982) is about $23 for visitors from outside of B.C. but there is no good information on B.C. resident visitor expenditures. Assuming that B.C. residents spend an average half of what non-residents spend, and given that about 55% of all visitors are B.C. residents, overall average daily expenditure is probably about $17. As the project evolves and begins to attract a different kind of tourist than is coming to the region now, it is reasonable to expect that average length of stay would increase and average daily expenditures would increase.

We have quantified potential indirect benefits in terms of increases in total visitor expenditures in the region. Table 8.2 shows that based on conservative assumptions about increases in visitor volumes and increases in average expenditure, the initial stage of the Harbourfront project could potentially generate additional visitor spending in the region of about $517,000 annually.

Based on our market analyses, we estimate that visitors would spend about $100,000 dollars at the Harbourfront project (initial stage). This means that for every dollar spent at the project, visitors will spend an extra four dollars somewhere else in the region.

This expenditure contributes to the regional economy in two ways. First, it can increase tourism employment or increase the profitability of existing tourism businesses. Second, it helps strengthen a sector of the local economy that can help increase the diversity of the economy. As Port Alberni becomes stronger in more economic sectors, it will be less vulnerable to downturns in any one sector.

8.3 INCREASED PRIVATE SECTOR INVESTMENT OPPORTUNITIES

The initial stage of the Harbourfront project is the seed that utilizes Port Alberni's natural potential and puts it on the road to becoming a tourist destination. This initial investment will probably result in increased potential for private sector investment sooner than if the Harbourfront project does not happen.

Private sector development will generate direct and indirect benefits in addition to those calculated in sections 8.1 and 8.2. The types of benefits will include:

- additional employment.
- increased visitor volumes.
- increased average daily expenditures by visitors.
- most importantly, increased average length of stay by visitors to Port Alberni.

APPENDICES

APPENDIX 1

LADY ROSE OPERATION
ANNUAL PASSENGER VOLUMES

	1978	1979	1980	1981	1982
January	85	89	115	126	80
February	102	75	92	81	91
March	226	228	240	227	181
April	229	162	371	298	260
May	389	392	629	487	633
June	1,274	1,758	1,382	1,334	
July	2,496	2,327	2,364	2,511	
August	2,439	3,989	2,815	2,987	
September	834	1,229	1,464	1,599	
October	168	233	371	261	
November	85	143	121	83	
December	63	143	116	141	
TOTAL	8,390	9,768	10,080	10,135	

APPENDIX 2:

ESTIMATES OF TOTAL NUMBERS OF VISITORS TO PORT ALBERNI AND PACIFIC RIM AREA.

ESTIMATE 1: Based on vehicle counts in Pacific Rim National Park.

1. Pacific Rim National Park staff count vehicles travelling in the Park. These counts do not exclude local traffic or commercial traffic. However, based on staff observations, "almost no" visitors come to the park in February, the month with the lowest vehicle count. So, we assume that 95% of the February count is made up of local or commercial traffic and that this represents the base of local traffic that happens every month. We multiply this base by 1.5 in July and August to make an allowance for increased local traffic during the summer peak. This yields total estimated 1981 visitor vehicles:

	Vehicles Counted In Pacific Rim National Park, 1981	Minus Local Traffic	Equals Visitor Vehicles
January	10,350	9,400	950
February	9,900	9,400	500
March	14,050	9,400	4,650
April	16,100	9,400	6,700
May	17,900	9,400	8,500
June	20,750	9,400	11,350
July	34,350	14,100	20,250
August	38,200	14,100	24,100
September	22,200	9,400	12,800
October	12,600	9,400	3,200
November	14,650	9,400	5,250
December	13,800	9,400	4,400
TOTAL	224,850	122,200	102,650

2. The B.C. Visitor Survey shows that average vehicle occupancy is about 2.5, but this only applies to non-B.C. residents. Our own survey yielded an average vehicle occupancy of 3. Using this range yields a visitor estimate of 256,000 to 308,000.

3. So far this only includes visitors travelling in private vehicles. The B.C. Visitor survey shows that about 22% of non-B.C. residents arriving in B.C. travelled by other modes, but this cannot be applied directly to the Port Alberni area. This estimate also does not include people who only travelled as far as Port Alberni, rather than continuing on to Pacific Rim. There are no figures to indicate how many people do this. In our judgment, adding an allowance of 10%, for those travelling modes other than private vehicle and those only travelling as far as Port Alberni, would be a high estimate, yielding a range of about 280,000 to 340,000 visitors. This does not include commercial travellers.

ESTIMATE 2: Based on potential accommodation of visitors.

1. The total 1982 inventory of hotel, motel and campground space in the region (everything west of and including Port Alberni) is:

Pacific Rim National Park	92	campsites
	100	beach tent sites
	280	overflow campsites
Pacific Rim Resorts	514	campsites
Mackenzie Beach Resorts	18	campsites
Ucluelet motels	160	motel units
Tofino motels	180	motel units
Port Alberni	500	motel units and campsites
Sproat/Central Lakes Area	50	motel units and campsites
Bamfield	20	motel units
Total	1,914	units (say 1,920)

2. Based on surveys of commercial operators and Pacific Rim National Park records, the overall annual average occupancy is probably a maximum of 65%. This estimate is high enough to include an allowance for "double occupancy" in campsites during peak times.

3. Our survey shows an average party size of three. The B.C. Visitor Survey shows an average party size of 2.54 for non-B.C. residents. We need, for this estimating method, an average number of occupants per room or campsite. Given that just under half of all accommodation is motel or hotel units, the overall average number of occupants per room or campsite is probably lower than the overall average travelling party size. We think it is reasonable to use an average unit occupancy of two persons.

4. National Park information indicates that the average length of stay in park campsites is about 1.8 days. The Visitor Survey shows that average length of stay in the region is 6.5 days (for non-B.C. residents who make up about 45% of all visitors). Our own survey showed that, for people staying at least one night in the region, the average length of stay was 2.45 nights, but out survey was done early in the summer season. We think it is reasonable to use an overall average length of stay (for overnight visitors) of 3.5 nights.

5. With these inputs, the total number of overnight visitors staying in campgrounds or motel/hotel units would be:
(1,920 units) x 365 days) ÷ (3.5 days per party) x (.65 average occupancy) x (2 persons per unit) = 260,000 people.

6. This does not include people on day trips to the area or people who stay overnight but not in campsites or motels (these could stay with relatives or camp in undesignated areas). Our survey indicates that 10% of the people visiting Port Alberni stayed with their friends or relatives. This increases our total number of overnight visitors to about 289,000. Our survey indicates that 28% of visitors are daytrippers. We do not think this proportion would go up significantly in the summer peak, although it might fall in the cooler months. Using a range of 25% to 30% daytrippers yields a total visitor estimate of about 385,000 to 413,000, not including overnighters who camp in undesignated areas. This estimate does include commercial travellers.

APPENDIX 3:

RESULTS OF TOURIST SURVEY
JUNE 5, 1982

APPENDIX 3:

TABULATION OF SURVEY OF TOURISTS IN ALBERNI REGION
(Survey Conducted Saturday June 5, 1982)

1. Number of Surveys:

Location	# of Surveys	% of Total
Cathedral Grove	78	67
Port Alberni, @ Foot of Argyle	14	12
Tofino	6	5
Uclulet	18	16
Total # Surveys	116	100%

2. Group Size:

# People Per Group	1	2	3	4	5	6	7
# Groups	2	56	19	29	5	4	1
% of Groups	2%	48%	16%	25%	4%	3%	1%

average number of people per group = 2.96

3. How are you travelling?

	# of Groups	% of Total Groups
car only	79	68
tent trailer	2	2
travel trailer	1	1
motorhome	13	11
van/pick-up	14	12
bus	0	-
motorcycle	0	-
truck camper	3	3
hitchhiking	2	2
other	2	2
Total # of Groups	116	100%

4. Where do members of your group live?

Location	# of People	% of Total People
British Columbia	200	58
Port Alberni	(8)	(2)
Other Vancouver Island (excluding Port Alberni)	(99)	(29)
B.C. Lower Mainland	(83)	(24)
Other B.C. (excluding Vancouver Island and Lower Mainland)	(10)	(3)
Alberta	26	8
Saskatchewan	2	1
Ontario	21	6
Quebec	7	2
Other parts of Canada	6	2
U.S.A.	41	12
Washington State	(28)	(8)
Other U.S.A.	(13)	(4)
Great Britain	10	3
Europe	22	6
Germany	(9)	(3)
Holland	(3)	(1)
France	(1)	(0)
Switzerland	(8)	(2)
Czechoslovakia	(1)	(0)
Australia/New Zealand	5	1
Saudi Arabia	3	1
Total	343	100%

5.a How many nights will you spend in the region?

Number of Nights in Region	0	1	2	3	4	5	6	7	8	9	10	
Total Number of Groups Staying in Region	32	30	31	6	4	4	1	3	1	0	2	114
% of Total Number of Groups	28	26.3	27.2	5.3	3.5	3.5	.9	2.6	.9	0	1.7	100

Average Length of Stay: 1.76 nights

% Less Than 2 Nights: 54.3%

% Less Than 3 Nights: 81.5%

Total Number of Groups Staying at least one night = 82

Total Nights Stayed = 201

Average Stay Per Party = 2.45 nights

5.b What are your destinations on this trip?

NUMBER OF NIGHTS IN REGION

Location	Short Stop or Day Trip	1	2	3	4	5	6	7	8	9
Pacific Rim Nat'l Park	6									
West Coast Trail						Camp = 1		Camp = 1		
Long Beach	14	Camp = 9 C/A = 3 Unsure = 1	Camp = 9 C/A = 7 Unsure = 1	Camp = 3	Camp = 1	Camp = 1 C/A = 1				Camp = 1
Ucluelet	6	C/A = 9	C/A = 2							
Tofino	2	Camp = 1 C/A = 6	Camp = 2 C/A = 1 Unsure = 1	C/A = 2	C/A = 1	C/A = 2	C/A = 1			
Bamfield	1									
Cape Beal				Private = 1						
Stamp Falls	1	Camp = 1								
Sproat Lake	1							Camp = 1		
Port Alberni	27	Camp = 1 C/A = 3 Private = 2	Camp = 2 C/A = 4 Private = 3	Camp = 1 C/A = 1						
Taylor River	1									
Cathedral Grove	28									
		Camp = 32% C/A = 61% Unsure = 2% Private = 5%	Camp = 41% C/A = 44% Unsure = 6% Private = 9%	Camp = 50% C/A = 37% Private = 13%	Camp = 50% C/A = 50%	Camp = 40% C/A = 60%	C/A = 100%	Camp = 100%		Camp = 100%

Note: Camp = Camping
C/A = Commercial Accommodation

	#	%
Total Camping	33	39
Total Commercial Accommodation	43	51
Total Unsure or Private Home	9	10
	85	100

6. Reasons for mentioning Port Alberni as a destination.

Reason	# of times Mentioned	% of times Mentioned
o stop to eat	3	5
o stop to purchase groceries	1	2
o stop for gas	2	4
o visiting friends/relatives	15	26
o wanted to see Port Alberni	13	23
o to get on/off Lady Rose or get information	8	14
o shopping	5	9
o convenient stopping point between other destinations	3	5
o looking for a way south without doubling back on Hwy. 4	1	2
o wanted to see boats	1	2
o looking for seafood	1	2
o wanted to go on sawmill tour	1	2
o weather was poor so didn't want to go to Long Beach immediately	1	2
o to go fishing	1	
o unsure	1	2
Total Number of Responses	57	100%